
REPORT OF THE CHIEF EXECUTIVE

TO THE WORKFORCE PANEL

ON

11TH JUNE 2019

TITLE: SERVICE REALIGNMENT, PUBLIC HEALTH & LEADERSHIP
APPOINTMENTS

RECOMMENDATIONS:

1. That the Workforce Panel notes the realignment of service responsibilities as outlined in the report.
 2. That the Workforce Panel agrees to the re-designation of the post of Strategic Director for Service Reform.
 3. That the Workforce Panel approves the redesigned role and post of Director of Public Health.
 4. That the Workforce Panel agrees to recommend to full Council the proposals relating to the remuneration of Chief Officers.
 5. That the Workforce Panel agrees the membership of the Appointment Panel(s) for the posts of Director of Public Health and Assistant Director, Children's Social Care.
 6. That the Appointment Panel(s) be delegated to agree the final details of the recruitment and selection arrangements as follows:-
 - (a) Agree the role profile for the DPH in consultation with the Faculty of Public Health.
 - (b) Agree the role profile for the Assistant Director, Children's Social Care.
 - (b) Agree an external recruitment approach.
 - (c) Agree the detail of the selection process.
 - (d) Agree the use of external executive search and support for the process.
 - (e) Appoint a suitable candidate, (subject to confirmation of the Secretary of State for Health's agreement to the appointment for the DPH), and notify Cabinet Members allowing any objections to the offer to the City Mayor.
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EXECUTIVE SUMMARY:

This report sets out the approach to achieve changes to leadership arrangements and responsibilities together with the realignment of functions following the resignation of the Strategic Director for Public Health, Strategy & Policy - a post which also carries the statutory responsibilities for public health.

This report requests approval for the revised arrangements for the statutory Director of Public Health and sets out the proposed approach and process for the recruitment and selection to that post.

Following the current post holder successfully securing a promotion to another authority, the report also sets out the proposed approach and process for the recruitment, selection and appointment to the post of Assistant Director, Children's Social Care.

The report describes further reductions in cost for senior leadership of £132,482, resulting in a total reduction of in excess of £1 million since 2015.

BACKGROUND DOCUMENTS:

KEY DECISION: YES / **NO**

DETAILS:

1. **Background**

This report sets out the approach to achieve changes to leadership arrangements, following the resignation of the Strategic Director for Public Health, Strategy and Policy - a post which also carries the statutory responsibilities for public health.

The report also sets out the recommended approach to recruitment to the post of Assistant Director, Children's Social Care following the current post holder successfully securing a promotion to another Local Authority.

The Chief Executive has, since his appointment, continually reviewed management arrangements to reduce costs over recent years in response to fiscal challenges, reducing resources and changes to services. In line with this approach and building on the principles of flexibility and fluidity to deliver the mayoral priorities this report sets out a number of proposed changes to the organisation structure and management arrangements and demonstrates further financial savings in senior management costs.

Further opportunities have arisen following the departure of the Strategic Director Public Health, Strategy and Policy to think differently about the position and role of public health in Salford

The approach outlined will provide capacity to continue to carry out the Council's public health responsibilities, whilst continuing to deliver intelligence led change, improvement and transformation.

2. Organisational redesign phased approach

The approach taken to organisational design has been phased and adaptive to respond to a constantly changing environment. Whilst it is desirable to future proof structures as much as possible, it has been recognised that the City Council and partners need to continue to be agile and responsive to reflect this. Therefore, the approach taken with our organisational structure has been flexible and will always be subject to future change.

The key changes implemented within the first phase of organisation redesign during 2015/16 resulted in savings for the City Council and are detailed below:

- Director of Finance & Corporate Business
- Director of Service Reform and Development
- City Solicitor (Monitoring Officer)
- Strategic Director for Children and Adult Services (DCS and DASS roles)
- Deletion of Strategic Director for Health & Social Care
- Shared Director of Public Health with Bolton

Further changes since this point have included:

- Deletion of Director of Finance & Corporate Business
- Deletion of Director of Regeneration
- Deletion of Assistant Director Customer Services
- Deletion of Assistant Director (Place)
- Deletion of Deputy Director (Place)
- Deletion of Assistant Director (SEN & Inclusion)
- Creation of Directorate for People & re-designation of Strategic Director
- Creation of Place Directorate & re-designation of Strategic Director
- Director of Service Reform broader remit & responsibility for customer services and all enabling functions
- Temporary arrangements for shared CEX with Trafford

These changes have resulted in annual savings of circa **£900k** being achieved due to reductions in senior management at Assistant Director and above since 2015.

The proposals outlined in this report will further rationalise the leadership and management arrangements with a reduction of one director post reducing the senior leadership team (Assistant Director and above) to 19 FTE substantive posts and will provide further savings to the council of **£132,482** taking savings from senior leadership changes to **£1,032,482**. The senior leadership team (Assistant Director and above) capacity has therefore been reduced by over a third during this time.

As a direct result of the reduction in directors from six to three FTE since 2015 the remaining posts at this level have grown significantly and now cover the portfolios previously held by six directors. The Strategic Director for People now covers the remit and statutory responsibilities for both Adult and Children Services and will also be taking on responsibility for the DPH and the strategic commissioning function; the

Strategic Director for Place now covers environment, community safety, housing and regeneration together with the imminent transfer of Urban Vision and the contract management for Salford Community Leisure.

Whilst these posts have been sized and scored under the relevant job evaluation scheme as being significantly different from the previous roles resulting in an overall increase in job evaluation score, under the current pay model there is no flexibility to increase pay.

The Director of Service reform remit and role has broadened and now has full service responsibility for customer services (including revenues, benefits and gateways) together with the support and enabling functions of finance, HR and organisational development, communications, legal and governance and procurement and will also take on responsibility for the strategy, policy and intelligence functions. The post should therefore be re-designated as Strategic Director for Service Reform as reflected in the outcome of the job evaluation.

3. Looking forward

Whilst previous changes have moved towards the creation of a sustainable organisational form it was always acknowledged that the resulting organisational structure would not be set in stone and will need to be flexible and adaptive to respond to a constantly changing environment.

The GM “Further Faster” model for of public service delivery places reform at the heart of the regional strategic ambitions. With a commitment to reshaping public services based on the principles of place-based working and integrated delivery, supporting as many people as possible to contribute to and benefit from the opportunities that inclusive growth brings.

Leading the way in Salford through local services working together across organisational boundaries focused on people and place we are transforming the role of public services taking a more proactive approach. Building on the principles of early intervention and prevention aiming to deliver appropriate services at the right time, supporting people to become healthier, more resilient and empowered.

This is reflected in our approach to reforming public services at a local level through the creation of place based integrated teams with co-located professionals from across public services working together delivering services for health and care and early help through our 0 – 25 model. With the next phase for place based working being to bring these models together aligned with the recently redesigned model for customer services and also the ongoing developments for integrated commissioning through single commissioning arrangements with the CCG.

Any further organisational changes must continue to reflect our cross organisational approach to delivering the Mayoral priorities. The key priority for tackling poverty continues to require a cross service response and recognition that there is a council wide responsibility to deliver on this agenda. This can only be delivered through a multi-disciplinary and matrix management approach across service and organisational boundaries.

As we continue to develop different models of integrated service delivery to ensure the best outcomes for our residents through a blend of direct delivery and commissioned services, we must continue to strengthen our approach to commissioning (through social value principles) whilst also embedding the City Mayor's Commissioning Principles in any review of service provision. The quality of service provision remains at the top of our considerations.

3.1 Single Commissioning Arrangements

In March 2018, Cabinet agreed to explore the development of a single integrated health and social care fund for children's, public health, adults and primary care spend between the City Council and NHS Salford Clinical Commissioning Group (CCG) to be effective from 1st April 2019.

Historically our commissioning system sat across the City Council and the CCG – delivered through strong partnership working yet operating separately.

Bringing our planning, decision making and budget decisions closer together will directly affect the experience of our residents – ensuring they are able to see the right people, in the right place, with the right skills and experience. Salford City Council and Salford CCG have a long and successful history of integrated commissioning for health and social care that has already demonstrated the value of working in this way.

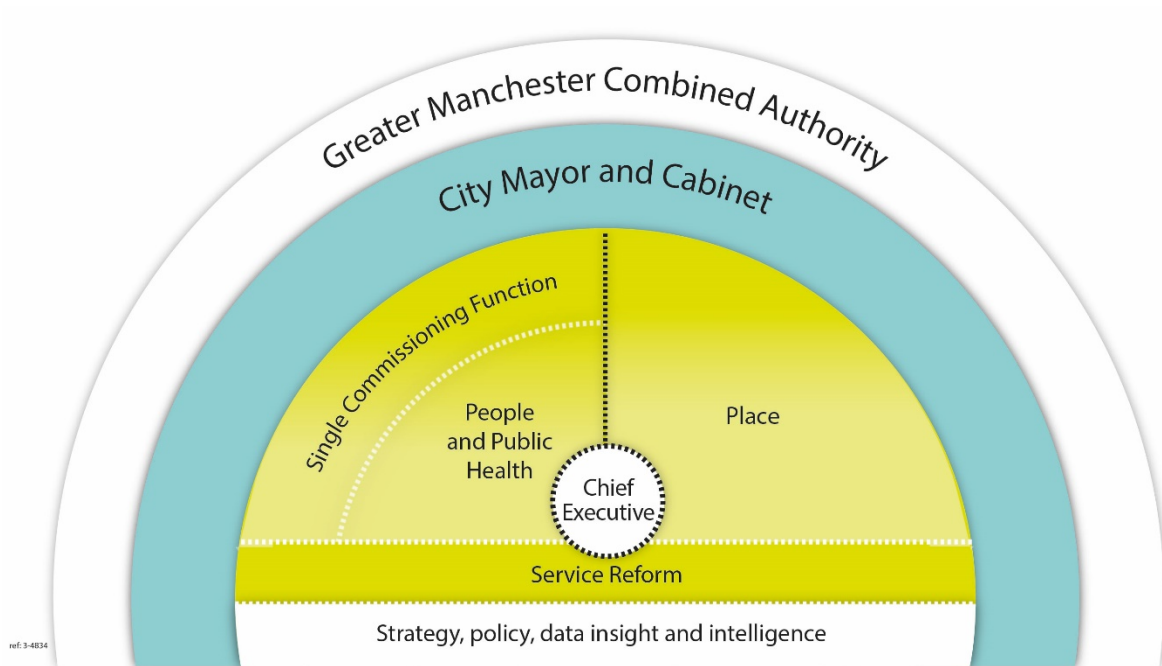
Through more integrated decision making we will be able to ensure the coordinated and proactive care essential to achieve the population health outcomes we have agreed and meet the needs of our growing and ageing population. Integrated care is most easily achieved when planning, decision making and investment decisions are also unified.

Further integration will enhance the opportunity for both democratic and clinical involvement in a wider range of decisions. Elected members bring a strong democratic voice, local passion and perspective and GPs' also bring perspective through their day to day interaction with local people. Both have strong local insight and understanding. Bringing the two perspectives together, alongside wider clinical and professional expertise across the system will provide the opportunity to ensure all resource and service decisions benefit from the combined perspective. Bringing democratic and clinical decision making closer together, will also simplify decision making, reduce bureaucracy and directly benefit residents.

As outlined above there have been significant changes across the City Council and with our partners which are informing and influencing our future operating models. In addition to the significant changes being driven through the devolution agenda at a Greater Manchester level, the local transformation agenda is impacting on how we organise and align services.

In parallel to the whole scale public service reform agenda the council continues to deliver business as usual changes to respond to fiscal challenges and other operational factors. A number of challenges / strands have started to emerge as a

result of the environmental factors outlined above, combined with internal personnel changes through and natural turnover at a senior leadership level.



The diagram above illustrates the framework by which we will operate. The principle of matrix management, teams of colleagues working on tasks relevant to them and a fluid approach to deliver the mayoral priorities.

4. Public Health in Salford

The formal transfer of responsibility for the local delivery of public health to local government in April 2013 created a new context for the appointment of directors of public health after that date. This together with a drive for more efficient use of resources has enabled opportunities for collaboration and shared delivery at a local level to be explored and developed. Subsequently since November 2015 shared leadership arrangements were in place for the public health functions of Salford City Council and Bolton Council through the shared Director of Public Health resulting in a financial saving to Salford. However, following the appointment of a new Chief Executive at Bolton Council and the resignation of the Salford Strategic Director for Public Health, Strategy and Policy this arrangement ceased in August 2018 resulting in the full costs for a substantive Director of Public Health (DPH) transferring back to Salford.

The approach outlined in a report to the Workforce Panel in September 2018 put in place interim arrangements to provide capacity to continue to carry out the Council's responsibilities for public health, whilst evaluating the impact of the integrated commissioning work with the CCG and also providing a further in year maximum saving of £57,418 to the council.

4.1 The Role of the Director of Public Health

The most fundamental duties of a DPH are set out in law, however how these statutory functions translate in to every day practice depends on a range of factors that are shaped by local needs, priorities and organisational context. The DPH is the strategic lead for achieving population health and therefore provides professional intelligence, analysis and guidance within the council and for health partners to inform needs assessment that leads to effective commissioning and delivery plans across health and social care but also Place. The DPH leads on specific public health functions but also provides leadership of a system based approach to delivering on population health.

The Department of Health guidance outlines that there are certain aspects of the role that should be undertaken by all Directors of Public Health:

- be the person who elected members and senior officers look to for leadership, expertise and advice on a range of issues, from outbreaks of disease and emergency preparedness through to improving local people's health and access to health services;
- know how to improve the population's health by understanding the factors that determine health and ill health, how to change behaviour and promote both health and wellbeing in ways that also reduce inequalities in health;
- provide the public with expert, objective advice on health matters;
- be able to promote action across the life course, working together with local authority colleagues such as the director of children's services and the director of adult social services, and with NHS colleagues;
- work through Local Resilience Fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to its health;
- work with local criminal justice partners and Police and Crime Commissioners (as Salford forms part of the Greater Manchester Combined Authority this role is fulfilled by the GM Mayor) to promote safer communities; and
- work with wider civil society to engage local partners in fostering improved health and wellbeing.

In addition, within their local authority the DPH needs to be able to:

- be an active member of the health and wellbeing board, advising on and contributing to the development of Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies, and commission appropriate services accordingly;
- take responsibility for the management of their authority's public health services, with professional responsibility and accountability for their effectiveness, availability and value for money;
- play a full part in their authority's action to meet the needs of vulnerable children, for example by linking effectively with the Local Safeguarding Children Board; and

- contribute to and influence the work of NHS commissioners, helping to lead a whole system approach across the public sector. The Director of Public Health has an ex officio place on the CCG Governing Body.

4.2 Statutory functions of the Director of Public Health

A number of the DPH's specific responsibilities and duties arise directly from Acts of Parliament - mainly the NHS Act 2006 and the Health and Social Care Act 2012 and related regulations. Some of these duties are closely defined but most allow for local discretion in how they are delivered.

These statutory responsibilities are designed to match the corporate public health duties of the local authority. The exception is the annual report on the health of the local population – the DPH has a duty to write a report, whereas the authority's duty is to publish it.

The statutory functions and responsibilities of the DPH are outlined below:

- all of their local authority's duties to take steps to improve the health of the people in its area;
- any of the Secretary of State's public health protection or health improvement functions that s/he delegates to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act;
- exercising their local authority's functions in planning for, and responding to, emergencies that present a risk to the public's health;
- their local authority's role in co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders; and
- such other public health functions as the Secretary of State specifies in regulations;
- their local authority's public health response as a responsible authority under the Licensing Act 2003, such as making representations about licensing applications;
- if the local authority provides or commissions a maternity or child health clinic, the DPH has responsibility for providing Healthy Start vitamins; and
- must have a place on their local health and wellbeing board.

The new single commissioning arrangements for Salford offer additional opportunities to enable the newly focused DPH role to provide the expert intelligence and analysis which will inform single commissioning for future need. There needs to be strong collaboration between the Director of Public Health and the Strategic Director for People and it is therefore proposed that this post be aligned with the People Services directorate with direct line management for the DPH sitting with the Strategic Director for People. In line with statutory requirements the post will be accountable to the Chief Executive however, as a system leadership role and joint appointment the post will also be responsible to the Chief Accountable Officer of the CCG and hold a key place on the CCG Governing Body.

The post will provide whole system leadership working across the wider health and care system through Salford Together and will influence across Salford and Greater Manchester.

As well as acting as the statutory Director of Public Health the post holder will be integral to the leadership and development of the single commissioning arrangements.

The development of single commissioning arrangements with the Clinical Commissioning Group will enhance the opportunity for the DPH to co-ordinate the needs assessment and intelligence functions that will support and inform effective integrated commissioning across health and care in addition to leading on population health.

This post will no longer have service responsibility for other council strategy, policy, performance and data functions and commissioning for drugs and alcohol and sexual health services will transfer under the responsibility of the Assistant Director, Integrated Commissioning. Therefore, the post of Strategic Director for Public Health, Strategy and Policy is to be deleted.

The DPH role will continue to have line management responsibility for the Public Health Consultant and responsibility for health protection and the core public health functions and team including strategic intelligence and public health intelligence analytics through the Strategic Intelligence Manager and the Senior Intelligence Analysts. The DPH role should develop greater alignment with the responsibilities of the Place Directorate and this will be fulfilled with support from the Public Health Consultant in order to ensure that population health strategy and delivery is integrated across all services. A new draft role profile for the revised Director of Public Health post is attached at Appendix 1, supplemented by the recommended Faculty of Public Health job description.

5. Strategy, policy & intelligence

The use of data and analytics to inform decision making is well established in Salford with strong intelligence functions across the council and health. There is an opportunity to strengthen this by bringing the strategy, policy, performance, and intelligence functions together in to a single team aligned with the Service Reform directorate whilst retaining strong links with the integrated commissioning function and People & Place directorates.

The strategy, policy, performance, and intelligence functions will therefore be at the core of the organisation, strengthening support to the City Mayor and Chief Executive for both policy development and research. There is a need to identify a dedicated policy and strategy resource to deliver the Mayoral priorities and to provide this support function to the Mayoral office.

However, the public health intelligence team will continue to be managed by the new DPH role and the Strategic Director People and the Chief Accountable Officer for the CCG will establish working arrangements to ensure alignment of intelligence includes the total health and care system and is effectively linked with the Service Reform directorate.

6. Job Evaluation

As detailed in the Pay Policy Statement the council uses the chief officer job evaluation scheme developed by the Local Government Employers. This scheme applies to all senior posts paid on locally determined salary points from spinal column point 53 and above, incorporating all chief officer posts. This provides assurance that all pay differentials can be objectively justified through the use of job evaluation mechanisms which directly establish the relative levels of posts and grades according to the requirements, demands and responsibilities of the role.

The posts within the council falling within the definition of 'chief officers' are those at second tier which is Assistant Director and above and constitutes the council's Senior Leadership Team.

As a direct result of the reduction in directors from six to three FTE since 2015 the remaining posts at this level have grown significantly and now cover the portfolios previously held by six Directors. The Strategic Director for People now covers the remit and statutory responsibilities for both Adult and Children Services and will also be taking on responsibility for the DPH and the strategic commissioning function; the Strategic Director for Place now covers environment, community safety, housing and regeneration together with the imminent transfer of Urban Vision and the contract management for Salford Community Leisure.

Whilst these posts have been sized and scored under the relevant job evaluation scheme as being significantly different from the previous roles resulting in an overall increase in job evaluation score, under the current pay model there is no flexibility to increase pay.

The Director of Service reform remit and role has broadened and now has full service responsibility for customer services (including revenues, benefits and gateways) together with the support and enabling functions of finance, HR and organisational development, communications, legal and governance and procurement and will also take on responsibility for the strategy, policy and intelligence functions. The post should therefore be re-designated as Strategic Director for Service Reform. The salary scale, as determined by the outcome of the job evaluation exercise, is £107,140 to £122,859 per annum in line with Band A of the senior pay structure.

The new Director of Public Health post has been evaluated under the job evaluation scheme for Local Government Chief Officers and Senior Managers and sized, scored and ranked accordingly. The job evaluation outcome sizes and scores the post beyond the range for Local Scale Band D (Assistant Director) yet below the range for Band A (Strategic Director). It is therefore proposed to establish a new pay band at Local Scale Band C with a salary range of £90,000 to £105,000.

The appointment will be in accordance with the JNC for Chief Officer terms and conditions. The NHS Pensions Order for Public Health allows the City Council to offer an NHS Pension to those working in Public Health regardless of the terms and conditions under which they are employed, therefore the successful applicant will have eligibility to remain in the NHS pension scheme if they are already a member.

The Assistant Director, Children's Social Care post has also been evaluated under the job evaluation scheme for Local Government Chief Officers and Senior Managers. The salary scale, as determined by the outcome of this exercise, is £81,009 - £89,112 per annum in line with Band D of the agreed senior pay structure.

The appointment will be in accordance with the JNC for Chief Officer terms and conditions.

7. Appointment of the Director of Public Health

Following discussions with NHS Salford CCG consideration has been given to developing the DPH role further as a joint post with the CCG. As a system leader the role will lead on improving health and wellbeing and reducing health inequalities. This role will take the lead for advising across a mature yet complex and innovative health system on public health matters and will also influence the wider place agenda to address health inequalities in Salford. The role will therefore form a key part of the emerging joint leadership arrangements for the single commissioning arrangements and the post holder will be a member of the CCG Governing Body and have a direct line to the Chief Accountable Officer. The post will therefore be co-financed with a £40,000 contribution towards salary costs from the CCG.

The Council Constitution states that where the Council proposes to make an external appointment of a chief officer or deputy chief officer, the Council or its Workforce Panel will establish a Committee or Sub-Committee to act as the appointment panel.

In making the appointment of the Director of Public Health this committee or sub-committee will act jointly with the Secretary of State for Health.

7.1 Recruitment Arrangements

7.1.1 Appointment Panel

It is one of the responsibilities of the Workforce Panel to establish an Appointment Panel for the recruitment and appointment to external posts at this level. The Workforce Panel will determine whether appointments to such posts should be made by an all officer panel or a mixed panel of officers and Members. In making the appointment of the Director of Public Health the appointment panel will act jointly with the Secretary of State for Health.

Appointments to the role of Director of Public Health must be made in accordance with the guidance set out by Public Health England (PHE). PHE is an operationally autonomous executive agency of the Department of Health.

In accordance with this guidance, an advisory appointments committee, or local equivalent, should be convened in accordance with the recruitment policies and procedures of the employer therefore the precise constitution of the committee will be dependent upon local circumstances. The regional director of Public Health England or her representative, on behalf of the Secretary of State for Health, must be on the panel and in all cases a committee must have an external professional assessor appointed after consultation with the Faculty of Public Health (FPH).

With this in mind, it is suggested that the Panel be convened from Officers, Members, Partners and both Public Health England and Faculty for Public Health representation as outlined below:

- City Mayor
- Lead Member for Workforce and Industrial Relations
- Lead Member / Executive Support Member for Adult Services, Health and Wellbeing
- Leader of the Opposition / Deputy Leader of the Opposition
- Chief Executive
- Chair of NHS Salford CCG Governing Body
- The regional director of Public Health England (or her representative) on behalf of the Secretary of State for Health
- Faculty of Public Health representative

The Appointment Panel will have delegated responsibility to agree the final details of the recruitment and selection arrangements as follows: -

- (a) Agree the role profile in consultation with the Faculty of Public Health.
- (b) Agree an external recruitment approach.
- (c) Agree the detail of the selection process.
- (d) Agree the use of external executive search and selection support for the process.
- (e) Appoint a suitable candidate, subject to confirmation of the Secretary of State for Health's agreement to the appointment, and notify Cabinet Members allowing any objections to the offer to the City Mayor.

7.1.2 Recruitment Approach

It is proposed that this post is advertised on an external basis in the MJ, the greater.jobs website and NHS recruitment portal with external support for the executive search and selection process.

8. Appointment of Assistant Director, Children's Social Care

8.1 Recruitment Arrangements

8.1.1 Appointment Panel

The Council Constitution states that where the Council proposes to make an external appointment of a chief officer or deputy chief officer, the Council or its Workforce Panel will establish a Committee or Sub-Committee to act as the appointment panel.

In respect of this post, it is suggested that the Panel be convened from the membership of the Workforce Panel as follows:-

- Lead Member for Children's Services
- Lead Member (Workforce and Industrial Relations)
- Leader of the Opposition or nominated representative

The Panel will be advised by the Strategic Director for People and the Assistant Director for HR & OD.

The Appointment Panel will have delegated responsibility to agree the final details of the recruitment and selection arrangements as follows: -

- (a) Agree the role profile.
- (b) Agree an external recruitment approach.
- (c) Agree the detail of the selection process.
- (d) Agree the use of external executive search and selection support for the process.
- (e) Appoint a suitable candidate and notify Cabinet Members allowing any objections to the offer to the City Mayor.

8.1.2 Recruitment Approach

It is proposed that this post is advertised on an external basis in the MJ alongside the DPH post and the greater.jobs website with external support for the executive search and selection process.

9. Leading Salford

The #LeadingSalford leadership framework has been developed with clear expectations of leaders and managers in Salford. This framework is intended to address the issue of clarity of expectations in terms of how leaders and managers operate and their behaviours. It is underpinned by a consistent approach to leadership development and has been designed to enable everybody to understand what it means to be a leader in Salford.

Effective leaders and managers are critical to the success of our reform agenda and therefore investment in developing their skills is essential.

The framework is based on values-based leadership and describes the behaviour required for leadership of self, others, outcomes and the way forward. There are four main components to the framework - leadership behaviours, management skills, development activities and our values. The values based leadership element is at the heart of the framework to ensure that all of our leadership expectations are grounded in modelling and embedding the values in the way managers and their teams work. Effective leaders are values driven and trustworthy, their behaviour is consistent and ethical and they follow through and deliver on commitments.

The #LeadingSalford leadership framework and expected behaviours are now the cornerstone by which leadership roles are designed and how we recruit and select our leaders.

KEY COUNCIL POLICIES:

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:

ASSESSMENT OF RISK:

LEGAL IMPLICATIONS: Supplied by: Mary Sutton, Head of Litigation and Employment Group email: m.sutton@manchester.gov.uk telephone: 0161 234 3465

In appointing the Director of Public Health the local authority is required to act jointly with the Secretary of State for Health and in accordance with the statutory guidance on Directors of Public Health in Local Government. The arrangements outlined in this report are compliant with those requirements.

The proposed changes to remuneration of Chief Officers are noted. These proposals are compliant with the constitution as they are recommended for approval by full Council.

FINANCIAL IMPLICATIONS: Supplied by: Joanne Hardman, Chief Finance Officer

The report outlines the savings that have been achieved through reductions in senior management posts at an Assistant Director level and above since 2014 and the further savings associated with the current proposed changes. Reductions in senior management costs in recent years have helped to mitigate budget pressures across the wider organisation. The current proposals will be reflected in budget assumptions for 2019/20 onwards.

PROCUREMENT IMPLICATIONS: Supplied by: N/A

HR IMPLICATIONS Supplied by: Are contained within the body of the report.

OTHER DIRECTORATES CONSULTED: All

CONTACT OFFICER: Jim Taylor

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WARDS TO WHICH REPORT RELATES: