

RESOURCES COMMITTEE

Date: 27th January 2023
Subject: Establishment of ICP / GMHP Tripartite Director Role.
Report of: Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

Purpose of Report

The purpose of this report is to seek approval from the Committee on the establishment of a GM Integrated Care Partnership (ICP) / Greater Manchester Housing Providers (GMHP) Tripartite Director role.

Recommendations:

1. Authorise the GMCA Chief Executive to progress the establishment of an ICP / GMHP Tripartite Director Role for a period of 2 years.
2. Approve the level of remuneration for the role at circa £85,000, subject to full job evaluation.

Contact Officers

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Risk Management – N/A

Legal Considerations – N/A

Financial Consequences – Revenue

Financial Consequences – Capital – N/A

1. INTRODUCTION

- 1.1 The Tripartite Agreement (TPA) is a unique collaboration between Greater Manchester Housing Providers (GMHP), the Greater Manchester Combined Authority (GMCA), and the Greater Manchester Health and Social Care Partnership (H&SCP), now the Integrated Care Partnership (ICP) to deliver positive change across the city region.
- 1.2 The Agreement offers a compelling commitment to the people of Greater Manchester, setting out the partners collective vision to work alongside local people, neighbourhoods and stakeholder organisations to create lasting solutions to complex issues and challenges centred on housing, health creation, and homelessness.
- 1.3 The purpose of this report is to outline the role of the ICP / GMHP Tripartite Director and seek approval to the establishment of the post and the remuneration level.
- 1.4 The role is critical to the effective management of the Tripartite Agreement. The postholder will be accountable to the leads within GMCA, GM ICP and the Chair of GMHP and will be responsible for the delivery of the objectives and work programmes set out in the TPA. The TPA is a critical tool to support the delivery of the housing and health objectives as set out in the Greater Manchester Strategy. A full work programme will be established with clear

outcomes annually with the key leads based on the TPA. The TPA is attached as an annex to this report.

2. BACKGROUND AND CONTEXT

- 2.1 In 2016, the Greater Manchester Housing Providers agreed a Memorandum of Understanding (MOU) outlining their commitment, plans and intentions of working with the Combined Authority. The focus then was on growth and reform and shortly afterwards developed a health and housing work stream.
- 2.2 A new Tripartite Agreement, including the Greater Manchester Health and Social Care Partnership, now the Integrated Care Partnership, was signed in March 2021 and built on this success to focus on delivering the ambitious GM Strategy through shared resource and delivery capability. The Tripartite Agreement captures the commitment made by the GM Housing Providers (GMHP), Greater Manchester Integrated Care Partnership (ICP) and the Combined Authority to work more closely together to add value and share outcomes. The conditions of COVID-19 make this partnership working even more critical to provide resilience and enable continued and ambitious delivery at scale. There are clear linkages between good quality housing and improved health outcomes and the launch of the Good Landlord Charter further strengthens the need for strong partnership working.
- 2.3 Working together, this partnership is bigger than the sum of their constituent parts and the Tripartite Agreement explains how the partners will work together, how resources will be shared, how ambitious they can be as a partnership and how this supports the strategic framework of the Combined Authority and people living and working in Greater Manchester.

- 2.4 The postholder will support the business operations of the GMHP partnership, leading on specific work as requested, accountable to the Chair and Vice Chair and helping to ensure the GMHP partnership delivers against its tri-partite agreement commitments, responding to other changes and requirements that arise within the GMCA or the ICP. The role will work closely with the CEO's and other relevant colleagues from member organisations, particularly in support of theme leads.
- 2.5 The role was originally set up within Bolton at Home and has been undertaken on a part time basis over the last 3 years by Cath Green, ex Chief Executive of First Choice Homes, Oldham. As that arrangement comes to an end the partners have determined the need to establish the role on a full time basis given the broad scope of the role and the expected increased activity now that the Integrated Care Partnership (ICP) has been established which will provide further impetus to the work required to be undertaken.
- 2.6 A formal process has already been undertaken to identify the appropriate candidate for the role. Having concluded that process, and the appropriate candidate currently being employed by the GMCA, it has been agreed by the partners that the most appropriate organisation to host the role would be the GMCA to maintain consistency with the employees existing terms and conditions. Subject to agreement from the resources committee the appointment can be made and enable a period of handover before the existing post holder retires.

3. ROLE

- 3.1 The postholder will be accountable to the leads within GMCA, ICP and the Chair of GMHP and will be responsible for the delivery of the objectives and work

programmes set out in the TPA. A full work programme will be established with clear outcomes annually with the key leads based on the TPA.

3.3 This is a strategic role, working in the context of devolution, building on the success of the previous postholder and strength of the partnership to date. Initially, this is a 2-year fixed term contract.

4. LEVEL OF REMUNERATION

4.1 The proposed salary is proposed at circa £85,000, subject to full job evaluation and to be aligned with senior pay scales.

5. FINANCIAL IMPLICATIONS

- 5.1 While the role will be set up within the GMCA, the funding for the role will be provided on an equal basis from each of the three partners. GMCA will therefore need to fund a cost of £38,250 per annum. Both the ICP and GMHP have agreed to provide the necessary remaining funding for the 2 year period of the role.
- 5.2 The GMCA contribution is to be funded by the GM Housing Investment Fund surpluses that have been ringfenced to support the delivery of the GM Housing Strategy and in particular the support necessary to maintain the partnership working arrangements with key partners.
- 5.3 There are, therefore, no additional revenue burdens being placed on the GMCA as a result of creating the post beyond budgets that have already been approved.

APPENDIX ONE

GMCA

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

ROLE PROFILE

Job Title:	ICP / GMHP Tripartite Director	Date:	February 2023
Reporting Line:	Director, Place	Salary:	£85,000
Team:	Place Directorate	Business Area:	Housing

JOB PURPOSE

The Tripartite Agreement Director is a fixed term 2 year role that will work across GMHP, GMCA and ICP and with wider stakeholders (including political leads) to drive delivery of the Tripartite Agreement (TPA). "Better homes, better neighbourhoods, better health". The TPA itself will form the basis of the content of this role, alongside maintaining and building on the relationships within the partnership.

The Tripartite Agreement is a unique collaboration between GMHP, the Greater Manchester Combined Authority, and the Greater Manchester Integrated Care Partnership to deliver positive change across the city region. The Agreement offers a compelling commitment to the people of Greater Manchester, setting out our collective vision to work alongside local people, neighbourhoods and stakeholder organisations to create lasting solutions to complex issues and challenges centred on housing, health creation, and homelessness.

The postholder will be accountable to the leads within GMCA, ICP and the Chair of GMHP and will be responsible for the delivery of the objectives and work programmes set out in the TPA. A full work programme will be established with clear outcomes annually with the key leads based on the TPA. This is a strategic role, working in the context of devolution, building on the success of the previous postholder and strength of the partnership to date.

KEY AREAS OF RESPONSIBILITY

The postholder will work as part of a 'virtual' team alongside lead officers within GMCA and ICP and the main objectives of the role are to:

- Drive the delivery of the objectives within the Tripartite Agreement and common goals of the three partners, working to an accountability framework
- Maintain and build on the strong relationships within the three elements of the Partnership
- Work positively within a shared team

- Foster excellent relationships with wider stakeholders, including political leaders
- Maintain a strategic overview of various Greater Manchester action plans and Strategies
- Represent GMHP/GMCA and ICP in GM working forums and political briefings and ensure key issues and developments are shared across the system
- Attend relevant meetings and briefings across the three partners e.g. GMHP CEO meetings, Reform Board, Population Health Board, as directed, and articulate key aims and challenges effectively on behalf of the partnership
- Act as a critical sounding board to Chair and Vice Chair of GMHP, and lead directors within GMCA and ICP to problem solve and remove barriers to delivery of the aims of the TPA
- Lead on agenda setting and co-ordination of the monthly TPA meeting
- Provide proactive engagement and collaboration with relevant theme
- leads and strategic leads across all three partner organisations
- Establish links between leads within all parts of the GM system, including local government, and also effective networks to help successful delivery of the TPA
- Support the organisation of key events
- Provide advice and guidance to the 3 key leads to set strategic direction, define issues and action, and to galvanise actions
- Help to steer key issues for political influencing and with relevant partners
- Have an active overview of themes, strategies and emerging issues across all three parts of the system and effectively connect these together
- Provide programme management support to enable key objectives
- Maintain a watching brief on new and emerging policy and continuous horizon scanning to provide guidance to the three lead partners.

QUALIFICATIONS, KNOWLEDGE, SKILLS AND EXPERIENCE

Appropriate professional qualification

- Educated to degree level / holds a relevant professional qualification or equivalent through training
- Evidence of and commitment to continual professional, leadership and personal development.

Experience and track record

- Experience of working at a senior level, preferably within one of the Greater Manchester Tripartite organisations (including local government)
- Excellent communication skills across a broad system level
- Experience of successfully leading organisational change and developing a high performing culture
- Experience of leading organisational change
- Experience of leading and managing complex projects and initiatives
- Evidence of excellent partnership working and effective collaborative working
- to deliver positive outcomes
- Experience of building capacity and capability within a changing and complex

environment.

Knowledge and skills

- Understanding of the operating environment and policy context within Greater Manchester
- Understanding of the political environment locally and nationally
- Working knowledge of housing strategy, health and social care and public service
- Excellent communication, interpersonal and presentation skills to enable effective communication in a variety of settings
- Excellent organisational skills
- Ability to analyse complex issues and suggest practical and deliverable solutions
- Excellent influence and negotiation skills to achieve positive outcomes
- Ability to plan, prioritise and organise effectively to meet changing needs
- Experience of strategy formulation including the ability to implement strategy.

Personal characteristics

- Strong commitment to Greater Manchester
- Ability to operate confidently at a senior level, political nous and ability to provide constructive challenge
- Professional approach to the role and commitment to achieving high standards
- Able to work flexibly including evening work.