



## **Personnel Committee**

Date: Wednesday, 28 October 2020

Time: 11.00 am, or at the rise of the preceding Council meeting

Venue: [https://manchester.public-i.tv/core/portal/webcast\\_interactive/518424](https://manchester.public-i.tv/core/portal/webcast_interactive/518424)

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## **Membership of the Personnel Committee**

**Councillors** - Ollerhead (Chair), Akbar, Bridges, Craig, Leech, Leese, N Murphy, Rahman, Richards, Sheikh and Stogia

## Agenda

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- 1. Urgent Business**  
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Minutes of the Previous Meetings** 5 - 14  
To approve as a correct record the minutes of the meetings on 11 March and 25 March 2020.
- 3. Appeals**  
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 4. Interests**  
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 5. Creation of New Post - Strategic Lead for Early Years** 15 - 20  
The report of the Chief Executive is enclosed.
- 6. Creation of New Post - Manchester Climate Change Agency Director** 21 - 24  
The report of the Chief Executive is enclosed.

## Information about the Committee

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The Personnel Committee is made up of the Leader of the Council, the other eight Members of the Executive, the Assistant Executive Member (Finance and Human Resources), and the Leader of the Opposition.

Amongst its responsibilities, the Personnel Committee considers department staffing and organisational reviews; determines collective and corporate terms and conditions of staff and 'market rate' supplements. The Committee also determines the assignment and re-grading of certain posts and policies relating to local government pensions.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to the strict minimum. When confidential items are involved these are considered at the end of the meeting at which point members of the public are asked to leave.

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Agenda, reports and minutes of all Council meetings can be found on the Council's website [democracy.manchester.gov.uk](http://democracy.manchester.gov.uk)

At this time admission of the public is not allowed to Council buildings.

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## Further Information

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For help, advice and information about this meeting please contact the Committee Officer:

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This agenda was issued on **Tuesday, 20 October 2020** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA.

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## **Personnel Committee**

### **Minutes of the meeting held on Wednesday, 11 March 2020**

**Present:** Councillor Ollerhead (Chair) – in the Chair

**Councillors:** Akbar, Bridges, Craig, Leech, Leese, N Murphy, Rahman, Richards, Sheikh and Stogia

**Apologies:** Councillor S Murphy

**Also present:** Councillors:

#### **PE/20/1 Minutes**

This item was deferred for consideration to Wednesday 25 March 2020, following the rise of a special meeting of the Executive

#### **PE/20/2 Pay Policy Statement 2020/21**

This item was deferred for consideration to Wednesday 25 March 2020, following the rise of a special meeting of the Executive

#### **PE/20/3 Family Friendly Framework**

This item was deferred for consideration to Wednesday 25 March 2020, following the rise of a special meeting of the Executive

#### **PE/20/4 Parental Bereavement Leave Regulations 2020**

This item was deferred for consideration to Wednesday 25 March 2020, following the rise of a special meeting of the Executive

#### **PE/20/5 Children's Services Leadership Arrangements and Market Supplement**

This item was deferred for consideration to Wednesday 25 March 2020, following the rise of a special meeting of the Executive

#### **PE/20/6 Market Rates Supplement Payment (Highways Development Specialist)**

This item was deferred for consideration to Wednesday 25 March 2020, following the rise of a special meeting of the Executive

#### **PE/20/7 Growth and Development Directorate Management Team**

This item was deferred for consideration to Wednesday 25 March 2020, following the rise of a special meeting of the Executive

**PE/20/8 HR and OD Service, Corporate Services Directorate**

This item was deferred for consideration to Wednesday 25 March 2020, following the rise of a special meeting of the Executive

## Personnel Committee

### Minutes of the meeting held on Wednesday, 25 March 2020, being the continuation of the meeting adjourned on 11 March.

**Present:** Councillor Ollerhead – in the Chair

**Councillors:** Leech, Leese and Richards

**Apologies:** Councillor Akbar, Bridges, Craig, N Murphy, Rahman, Richards, Sheikh and Stogia

#### PE/20/9 Pay Policy Statement 2020/21

A report presented the draft Manchester City Council Pay Policy Statement for 2020/21. The statement set out the direction of travel in relation to pay for Manchester's officers for the year ahead and detailed how that would seek to support the delivery of the City Council's aims and objectives.

The report explained that the statement had been developed to comply with the legal requirement set out under section 38 (1) of the Localism Act 2011 and takes account of other relevant legislative requirements.

The draft Statement also included information on the Council's 'Gender Pay Gap' and work to proactively promote workforce equality, in accordance with the requirement to carry out Gender Pay Reporting set out within The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

It was explained that on 11 November 2019 the Council had been accredited by the Living Wage Foundation as a 'Living Wage Employer'. The Living Wage Foundation had also announced the new real living wage hourly rate for the coming year of £9.30 per hour, an increase of 30p per hour. Accredited Living Wage Employers were required to implement the rise within six months. The Manchester Living Wage would therefore be aligned to the new real living wage rate from 1 April 2020 in accordance with the Council's policy to keep them aligned.

#### Decisions

1. To recommend that the Council approves the draft Pay Policy Statement appended to these minutes.
2. To recommend that the Council approves the organisation's Pay and Grading Structure for the financial year 2020/21 (Appendix A of the Pay Policy Statement 2020/21).
3. To note the formal accreditation of the Council as a 'Living Wage Employer' by the Living Wage Foundation and the alignment of the Manchester Living Wage to the new real living wage rate of £9.30 per hour from 1 April 2020.

## **PE/20/10 Family Friendly Framework**

A report submitted by the Interim Director HROD outlined a number of family friendly leave policies, pay provisions and entitlements offered by the Council to its staff with the aim of supporting parents. It was proposed that these previously separate policies were combined into a single policy framework with comprehensive guidance to accompany the policy.

It was also proposed that the wording of the criteria for Maternity Support Leave was tightened as concerns had been raised that the current wording was open to exploitation and that assistance was offered to employees who became special guardians by allowing them access to the Maternity Support leave offer.

It was explained that the aim of these proposals was to present a single coherent approach and policy framework that could be used in conjunction with the existing flexible working offer to help employees balance demands of work and childcare.

### **Decision**

The Committee approve combining the current details of the provisions into a single revised Family Friendly Policy Framework and Guidance, including the amendments to Maternity Support leave provisions in order to minimise misuse and provide special guardians with access to Maternity Support leave.

## **PE/20/11 Parental Bereavement Leave Regulations 2020**

The Council's current bereavement provision allowed for limited paid leave to attend the funeral and deal with probate matters following the death of a close family member, partner or dependent. The existing provision did not stipulate the amount of time that was reasonable which could cause inconsistency in application across the organisation. Furthermore, this only applied to employees with 26 weeks continuous service. Any employees with less than this were only entitled to unpaid leave.

It was highlighted that the Parental Bereavement Leave and Pay Regulations 2020, known as 'Jacks Law', would come into force from 6 April 2020. The regulations provided employed parents the right to statutory leave and pay entitlements if they lost a child under the age of 18, or suffered a stillbirth from 24 weeks of pregnancy, irrespective of how long they had worked for an employer.

As a result of this, the Committee considered a report that set out proposed updates to the Council's Special Leave Policy to reflect the new legislation. Given the high value that the Council placed on its workforce, and the emphasis that the statutory entitlements should be the minimum that an employee should expect, it was proposed that the Council implemented a policy provision of a day one right to two weeks of paid (full pay) bereavement leave. Aside from this, it was also recommended that the Council met the statutory requirements in terms of eligibility, flexibility of leave, and notice requirements.

It was explained that if agreed, the revised policy and provisions would be implemented in line with the regulations coming into force on 6 April 2020 and the Shared Service Centre were aware of the revised provisions and were able to process any requests from the implementation date as these would fall under Special Leave and be processed as such.

### **Decision**

The Committee approves the introduction of a day one right to two weeks' paid parental bereavement leave in the existing Special Leave Policy.

### **PE/20/12 Children's Services Leadership Arrangements and Market Supplement**

The Committee considered a report of the Chief Executive which set out a proposal to retain the Deputy Director of Children's Services and regrade the post of Head of Locality in the Directorate for Children's and Education.

The Deputy Strategic Director post was an SS4 post which reported directly to the Strategic Director of Children's and Education Services and had strategic leadership responsibility for complex and multifaceted statutory services, lead responsibility for the delivery of the Children and Young People plan, Ofsted Action Plan, Directorate Business Plan and contributed towards the Council's priorities as set out within the Our Corporate Plan.

The post holder had been in post since 2017, and during this time they had made a significant contribution to the continual improvement of the service and the experiences outcomes for Manchester's children; as evidenced in Manchester's Children's Services being judged no longer inadequate in 2017 and the positive findings reflected in the most recent Ofsted focused visit published in January 2020.

The continual progress and success of the service had made the post holder 'attractive' and a target for recruitment agencies working for neighbouring authorities; offering significant financial incentives. Whilst expressing a commitment to Manchester City Council, personal circumstances and career aspirations were competing pull/push factors, which were compounded by the role being 'evaluated down' in 2017 (immediately prior to appointment) and the post holder being at the top of grade SS4, thus restricting the financial remuneration.

It was for these reasons that it was proposed that the Council made a retention payment to the Deputy Director Children Services to the value of £10,000 per annum, with a review period at 18 months which was consistent with the standard arrangements for Market Rate Supplement payment.

In addition to the Deputy Director post, the Head of Locality post was and continued to be subject to the Senior Officer Appraisal approach; to date the existing post holders had made positive contributions to the Directorate's progress. The posts were established to build and strengthen local partnerships, provide sufficient operational management/leadership capacity to drive the quality of social work practice, performance and compliance. However, in accordance with and driven by

the Directorate Plan and ambition, the posts had evolved over time and the breadth and span of responsibility had increased to support the significant progress and strategic direction of the Directorate.

The increased portfolio of accountabilities and responsibilities of these posts would be reflected in the Senior Officer Appraisal arrangements and ensure the post holders continued to make a positive contribution in the delivery of the Council and Directorate priorities; as set out within the Our Manchester Strategy, Children and Young People Plan and Our Corporate Plan.

## **Decisions**

The Committee:-

1. Recommends to Council that a market rate retention supplement of £10,000 be made to the Deputy Strategic Director of Children's Services to ensure the retention of the current post holder in light of local market forces. This has the effect of increasing the salary to £115,940.
2. Approves the regrade of three Head of Locality posts from SS1 (£60,857 - £65,865) to SS2 (£68,526 - £74,175).

### **PE/20/13 Market Rates Supplement Payment (Highways Development Specialist)**

The Committee considered a report of the Strategic Director (Neighbourhoods) that sought approval to apply a 10% market supplement rate to the role of Highways Development Specialist (currently evaluated at Grade SS1 £60,857 to £65,865) with the flexibility to increase the uplift to 15%.

The creation of the role of Highways Development Specialist was approved by the Personnel Committee in June 2019 as part of the overall Highways structure, however because of the importance of the role, the service worked closely with Transport for Greater Manchester (TfGM) who seconded an officer for a period of 8 months to establish systems and processes to support the development of the pipeline. This secondment ended in December 2019. The role was advertised in December 2019, however, the response was disappointing with only 5 applications being received and in January 2020, two applicants were interviewed however no appointment was made as the candidates could not demonstrate the required skills and level of experience needed for the role.

A benchmarking exercise was undertaken of comparable roles across the region and nationally. The salaries of similar vacancies advertised varied between £66,000 to £76,000 per annum. The strongest and closest comparable roles are Strategic Manager Highways & Transport (Isle of Wight) and Divisional Manager - Transportation & Highways (Liverpool City Council). Salaries ranged between £66,629 - £76,278 for these roles. To ensure the Council could attract candidates who may be leaving existing permanent jobs or commuting from outside Manchester to apply for the role, it was proposed that a market rate recruitment supplement of 10% (£6,586) be applied to the role. This would take the overall salary to £72,451

which was the equivalent to the penultimate SCP 23 of SS2 and was also the mid-point of other comparable salaries of similar roles offered by competitors.

It was explained that this supplement also took into account the Council's policy and normal practice in that the salary would be fixed at £72,451 (with yearly reviews) as normal practice was to reduce the market supplement payment each year to offset against the cost of living award in order to keep the overall salary package unchanged.

Due to the specialist nature of the role, if there was no success in attracting and appointing a suitable candidate, it was proposed that flexibility be granted to be able to increase the market rate recruitment supplement payment to 15% (£9,879) taking the overall salary package to £75,744.

### **Decision**

The Committee agrees to apply a market rate recruitment supplement to the post of Highways Development Specialist with immediate effect. This has the effect of raising the annual salary to £72,451(10%) or up to £75,744 (15%).

### **PE/20/14 Growth and Development Directorate Management Team**

The Committee considered a report of the Chief Executive which sought approval for strengthening the senior management capacity within the Growth and Development Directorate to deliver the Council's plans.

At present the Strategic Director (Growth and Development) was supported by three SS4 roles – Director of Planning, Building Control and Licensing; Director of Housing & Residential Growth; and Director of Development & Corporate Estates. The latter two roles were vacant but there was an Interim Director of Housing & Residential Growth in place. A review of senior management capacity had been undertaken to ensure that the Council had suitable arrangements for Manchester to provide the necessary conditions to grow the city's employment base, invest in quality of life issues and deliver the significant numbers of new homes needed to support the expansion of the city's economy. Of growing priority and strategic importance was the aim of inclusive growth as set out in the Council's *Developing a more inclusive economy - Our Manchester Industrial Strategy* to put people at the centre of growth; aligning to Greater Manchester and the national Local Industrial Strategy to promote and drive inclusive growth in the conurbation core; support existing and future sectors, increase productivity but crucially support more residents into better quality jobs.

As a result of this, the remit of the Head of Work and Skills had significantly increased in providing strategic leadership for Our Manchester Industrial Strategy, Digital City and development of the delivery plans. To reflect this wider remit with extra duties and responsibilities, including delivery of the city's digital strategy, it was proposed to redesignate the post of Head of Work and Skills as Director of Inclusive Economy. Job evaluation had been conducted in line with the Council's procedures and policies which indicates that the post should be regraded to SS4.

It was also proposed to bring greater alignment between the delivery of city centre regeneration with the policy aspects of local planning and infrastructure to provide more strategic capacity and focus on the delivery of critical and growing agendas for the Council. Within the Growth and Development Directorate the main responsibility for these agendas sat with the current Head of City Centre Growth and Regeneration. The role had evolved to include more than the traditional 'city centre' and had oversight of the connected aspects of regeneration including influencing regionally and nationally. To reflect the greater emphasis on these agendas and extra duties and responsibilities within this remit, it was proposed to redesignate the post of Head of City Centre Growth and Regeneration as Director of City Centre Growth and Infrastructure. Job evaluation had been conducted in line with the Council's procedures and policies which indicated that the post should be regraded to SS4.

It was explained that these proposals were designated as regrades as the current post holders had been carrying out the identified additional work. The Council's senior manager job evaluation process had been applied in reviewing the proposed roles and grades. Appropriate policies had been considered in developing these proposals and the posts align to the Council's senior management structure.

The comments of the Trade Union on these proposals had been circulated to the members of the committee and they were noted.

## **Decisions**

The Committee:-

1. Recommends Council approve the redesignation of the post of Head of Work and Skills as Director of Inclusive Economy and recommend that Council approves a regrade from SS3 (£78,715 - £87,217) to SS4 (£95,953 - £105,940)
2. Recommends Council approve the redesignation of the post of Head of City Centre Growth and Regeneration as Director of City Centre Growth and Infrastructure and recommend that Council approves the grade as SS4 (£95,953 - £105,940).
3. Note that line management of the post of Head of Local Planning and Infrastructure will transfer to proposed Director of City Centre Growth and Infrastructure with appropriate resources and will be a member of the Directorate Management Team.

## **PE/20/15 HR and OD Service, Corporate Services Directorate**

The Committee considered a report of the Deputy Chief Executive and City Treasurer that sought approval for the creation of the post of Deputy Director of HR and OD in support of the restructure of the HR and OD Service and to recommend that Council approved use of a market supplement if required in recruiting to the Director of HR and OD post.

When the previous Director - HR and OD left the Council in February 2019 it was determined that recruitment would be on a 'like for like' basis. Pending the recruitment process, extra capacity was procured on an interim part-time basis and has supported the service since April 2019. An Executive Search and Selection partner was procured and a recruitment exercise commenced in May 2019. The Council was unable to appoint and the decision was made to continue with interim arrangements to review the potential market. At the same time, other significant vacancies arose within the HR and OD senior management team and it was decided that a restructure was necessary to ensure appropriate arrangements going forward. After discussion with the service and various stakeholders a revised structure was provided in December 2019. Formal consultation had now ended and the structure was being implemented.

It was explained that some key vacancies had allowed for a fundamental review of the senior team which had been streamlined with realignment of key HR and OD functions. The revised structure proposed that all strategic and transactional HR functions are under the leadership of one senior manager working alongside the Head of OD. This role would be responsible for the day to day leadership and management of the HR functions as well as providing a primary deputising function for the Director of HR and OD on strategic projects and partnerships. As such it was proposed that a new position of Deputy Director - HR and OD was to be established by combining and deleting the two SS2 posts of Head of HR Operations and Head of Workforce Strategy (SS2). Job Evaluation had been undertaken and indicated that the new role should be graded at SS3 (£78,715 - £87,217).

It was also reported that further recruitment search and benchmarking activity was underway to recruit a Director of HR and OD. However, given the urgent and critical nature of this appointment, Council approval was sought for a delegation to the Deputy Chief Executive and City Treasurer in consultation with the Chief Executive and Executive Member for Finance and HR to be able to approve a market supplement of up to £15,000 if required. Any supplement would only be applied if necessary.

## **Decisions**

The Committee:-

1. Approve the creation of the post of Deputy Director of HR and OD at grade SS3 (£78,715 - £87,217).
2. In approving the establishment of the above post, approve the deletion of the posts of Head of HR Operations (SS2) and Head of Workforce Strategy (SS2).
3. Approve the redesignation of the post of Strategic Business Partner - Health and Social Care Integration as Strategic Lead - Health and Social Care Workforce.
4. Recommends to Council that it approves a market rate recruitment supplement of up to £15,000 in seeking to appoint to the vacant Director of HR and OD post, if required, and delegate authority to the Deputy Chief Executive

and City Treasurer, in consultation with the Chief Executive and Executive Member for Finance and HR, to decide whether to apply the market rate supplement and the amount of supplement to be applied, up to this limit.

**Manchester City Council  
Report for Resolution**

**Report to:** Personnel Committee – 28 October 2020  
**Subject:** New Post: Strategic Lead for Early Years  
**Report of:** Chief Executive

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**Purpose of Report**

To seek approval to establish a post of Strategic Lead for Early Years to take responsibility to lead the development, transformation and delivery of the Early Years strategy and associated priorities.

**Recommendations**

The Committee is requested to approve the creation of a new post of Strategic Lead for Early Years Grade SS1 (£62,531 - £67,676)

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**Wards affected:** All

**Financial implications for the revenue and capital budgets:**

Costings provided are at the top of grade with full oncosts. The difference between the SS1 and grade 12 is £15k. The cost of the new post will be met from the disestablishment of the grade 12 Service Manager post and existing service budget.

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**Contact Officers:**

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Name: Deb Clarke  
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**Background documents (available for public inspection):**

None

## **1. Background**

- 1.1 From the 7 February 2018, Children's Services and Education Services were integrated into a single directorate. This followed a review of senior management arrangements by the Chief Executive which resulted in the Strategic Director of Children's Services assuming full responsibility for children's social and education services.
- 1.2 A report was presented to the Personnel Committee on 7 March 2018 which set out strengthened management arrangements for the integrated directorate and included the transfer of early years to children's services. Initially this role was assumed within a SS2 role that was disestablished. However, the longer term leadership arrangements for the early years service was placed on hold whilst the directorate developed plans to integrate the early years and early help offer and understand its relationship with the Manchester Local Care Organisation (MLCO); this work is ongoing. In the interim the leadership responsibilities were assumed by the service manager role holder and an arrangement was put in place since March 2018 for the current service manager, to assume both the strategic and operational leadership role for Early Years. Whilst there is an ongoing need for the role, the intention was for this role to be considered within the context of Children's Services future partnership and collaboration with MLCO. However, in considering it is evident the role is required, policy and the respective staff member welfare the current arrangement cannot continue which in accordance with the honoraria policy must not exceed 12 months.
- 1.3 The integration of the early years and early help offer along with broader plans to develop our collaboration with the MLCO continues to make progress has been delayed due to the impact of COVID19. It was planned for this to be concluded by October 2020 and is now expected for this programme to be concluded by April 2021.
- 1.4 The work undertaken to date is clear due to the regulatory requirements, needs of children and service provision there will be a defined leadership arrangement for the early years service beyond April 2021. This will include the strategic and operational oversight to deliver the council's statutory duties and directorate key priorities relating to Children's Sure Start Centres, Early Years and Start Well Strategy that will and is being delivered in partnership with the MLCO; alongside supporting the transformational activity with the MLCO.

## **2. Context**

- 2.1 Manchester is a large, diverse and complex local authority region with high demand on social care services and in addition a growing school age population, increased needs and a complex education system/family of schools. Since 2014, significant progress has been made within Children and Education Services in improving the services Manchester's children and young people receive. This has seen Ofsted judge Children's Services no longer to be 'inadequate', school attendance across the school system is

better than national averages and the percentage of primary schools judged to be good or better increased. In early years settings 96% are judged to be good or better which previously has been c76% and therefore sustaining this improvement is a priority.

2.2 The early years system is a universal offer that delivers the integrated Early Years Delivery Model (EYDM) working in partnership with health, early years settings and professionals; with links to Manchester's 125 primary schools. The EYDM is delivered through settings, including PVI nurseries, childminders and 38 children's sure start centres operating in 14 neighbourhood groups. The early years and children's sure start centre core purpose focuses on improving outcomes for young children and their families and on reducing inequalities in child development and school readiness; parenting aspirations and parenting skills; and child and family health and life chances.

2.3 Early Years delivery model is underpinned by the following principles:

- Our Manchester behaviours to guide integrated working practices - we will take a relationship and strengths based approach; getting it right the first time and avoid duplication.
- A whole family and / or a whole household approach with one lead practitioner coordinating support across a range of partnership services.
- Simplify our approach using common language and assessment
- Use of the Thrive framework to develop a common approach and shared understanding of risks and needs to support practitioners to work together effectively
- Lean pathways that remove duplication and provide an accessible offer, delivered as close to home as possible
- Informed by research and evidence - utilising and developing integrated IT systems, data/information to inform a systemwide understanding and approach to the identified risks and needs of families.

### **3. Locality Model Programme (Collaboration for improved outcomes)**

3.1 Manchester City Council Children's Services has developed and implemented a Locality Model which focuses on person (child and family) centred outcomes across all sectors. The model has reformed Children's Services to deliver local, place based services on a 1-3-12 footprint; aligned with Bringing Services Together, Integrated Neighbourhood Teams and Manchester's Multi Agency Safeguarding Arrangements (MMASA).

3.2 The aim of the programme, parallel to the approach of the Local Care Organisation, is to change the way services are provided to achieve the vision and objectives set out in the Our Manchester, Our Children plan. Services will be delivered with partners committed to an integrated, multi-agency approach with place based teams shaped by locality partnerships who understand the specific complexities of each geographical area. This promotes economies of scale, supports improved services, experience and outcomes.

- 3.3 A key strand of this work and an integral element is strengthening and delivering a neighbourhood and community based offer of Early Help through a more integrated, place based delivery of our early years, health visiting and early help services. This has been aligned with the Bringing Services Together, the implementation of the 'thrive' model across the services and strengthened via working in partnership with the MCLO via thematic projects such as 'Smoke Free Homes'. This work is providing the opportunities and the learning for wider changes.
- 3.4 In addition the strategic and operational delivery of early years is aligned to Manchester's Start Well agenda and is being led through the Start Well Board. This board has representation from senior officers for Early Help, Early Years, Health Visiting and Midwifery services alongside wider partners.
- 3.5 The Start Well Board was established to support a system wide focus and consistent approach to the first 1,000 days, linking to the Greater Manchester Combined Authority Start Well Early Years Strategy (June 2016) and All Our Health: Best Start in Life (April 2019). The Board is building on the excellent work already taking place across Manchester and is developing a programme of work with consideration of Manchester's Reducing Infant Mortality Strategy and Manchester's Population Health Plan with the aim of:
- Improving health outcomes
  - Ensuring children are ready for school
  - Ensuring a good level of development
  - Reducing infant mortality
  - Reducing inequality
- 3.6 The Start Well Board supports the Children's Community Health Services LCO vision for 'every child in Manchester to have the best possible health' alongside the overarching partnership vision for the city; Our Manchester, Our Children – building a safe, happy, healthy and successful future for children and young people.
- 3.7 It needs to be acknowledged that the delivery of early years and early help is much broader than solely City Council services, for example private providers, alongside the voluntary and community sector provide an offer of support to children and families. The delivery and relationship based practice, underpinned by a consistent evidence base, ensures children start school ready to learn etc.

#### **4. Strategic Lead for Early Years**

- 4.1 The Strategic Lead for Early Years post has been and continues to be a critical role in supporting the directorate to achieve its strategic priorities of ensuring children and young people in Manchester are safe, happy, healthy and successful. As outlined previously the post holder has a lead role in developing an integrated, placed based, delivery offer with early years, early help and the MLCO. The posts key responsibilities include:

- Lead responsibility for the delivery of the Sure Start Children Centres and the Greater Manchester Early Years Delivery Model.
  - To lead delivery of GM School Readiness in Early Years
  - To lead strategic planning and delivery of key multi-agency strategies such as workforce, communications and information sharing.
  - To contribute to the Directorate Business Plan Objectives, Children and Young People Plan, Health and Population Plan and Corporate targets and vision, by leading the development of strategic plans and ensuring that objectives within all relevant plans are met.
  - Lead responsibility for the commissions of Early Years interventions including the core offer, parenting pathway and communication and language.
  - Lead representative for Ofsted and Quality Outcomes to drive Children's Centre improvement and ensure that outcomes for Early Years 0-5 yrs are improving and measured by school readiness and a Good Level of Development.
- 4.2 The delivery of these priorities and outcomes will contribute to the Council's Corporate Plan, Children and Young People Plan and Budget Strategy.
- 4.3 Throughout COVID-19 a strong partner commitment to our Start Well priorities was maintained with an increasing focus on ensuring the health, development and well-being of babies born during Covid-19 was prioritised. The Strategic Lead for Early Years undertook a key leadership role to adapt and redesign the early years offer in recognition of this priority group and a range of evidence-based programmes are being delivered.
- 4.4 The Strategic Lead for Early Years has ensured that the Sure Start core offer has been maintained and that vulnerable and priority groups are prioritised. By effective partnership working the Strategic Lead has ensured that antenatal visits, food packages, parenting support and advice and guidance remained in place. Targeted support was provided to three-year-olds to support school readiness and starting school and this work is continuing with a joint project with primary schools to support communication, speech and language development.
- 4.5 The recommissioning of priority Early Years and parenting programme commissions are scheduled for 2020/21. The Strategic Lead will have a pivotal role in revising the current commissions, engaging providers and stakeholders and generating a truly joint approach to service provision with MHCC/MCLO in future commissions. Our delivery arrangements reflect a mixed model of internal and commissioned arrangements and the contract monitoring, quality assurance and outcomes and impact being achieved will be led by the Strategic Lead.
- 4.6 As we progress in 2020/21 the Strategic Lead will ensure the ongoing adaptability of the Early Years service in relation to the pandemic, will ensure that our neighbourhoods have a universal and targeted offer in place and that the early years workforce is supported and developed to provide quality outcomes for children and families.

**5. Comments from Trade Unions**

5.1 These will follow.

**6. Comments from the Director of HROD**

6.1 In establishing the grade and salary commensurate for the role, the Council's Job Evaluation Process has been applied. The Director supports this proposed change in the Directorate's establishment and commends it to the Committee.

**Manchester City Council  
Report for Resolution**

**Report to:** Personnel Committee – 28 October 2020

**Subject:** New Post: Director Manchester Climate Change Agency

**Report of:** Deputy Chief Executive and City Treasurer

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**Purpose of Report**

The purpose of this report is to seek approval for the creation of a Director role for Manchester Climate Change Agency. The role is to be funded by the Council as a contribution towards the delivery of the Manchester Climate Change Framework which contributes towards the action being taken for Manchester to become a zero carbon city by 2038 at the latest.

The Director post will be hosted by the Council, with the appointed officer taking on responsibility for the operation of the Manchester Climate Change Agency and Partnership, co-ordinating the delivery of the Manchester Climate Change Framework and undertaking a range of fundraising activity to ensure ongoing sustainability of the Agency and the delivery of key activity in relation to the climate change and zero carbon agenda.

**Recommendations**

The Committee is requested to approve the creation of the Manchester Climate Change Agency Director post at SS1 (£62,531 - £67,676).

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**Wards affected:** All

**Financial implications for the revenue and capital budgets:**

The Council funding provision towards the Manchester Climate Change Agency Director post (referred to as Chief Executive) was outlined within a report on the Corporate Core Budget 2020/21 presented to Resources & Governance Scrutiny Committee on 7<sup>th</sup> January 2020.

It is to be noted that the Council is initially underwriting the costs for the creation of the Director position. It is anticipated that contributions from other strategic partners and external funding programmes will cover the costs in future years.

For any incremental pay increases associated with the post, this will be accounted for through the Manchester Climate Change Agency annual budget setting process.

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**Background documents (available for public inspection):**

Not applicable

## **1. Background**

- 1.1 In July 2019, Manchester City Council declared a climate emergency. This declaration recognised the need for the Council, and the city as a whole, to do more to reduce its carbon emissions and mitigate the negative impacts of climate change. It also demonstrated the Council's commitment to be at the forefront of the global response to climate change and to lead by example.
- 1.2 The Council is a key organisation involved in the Manchester Climate Change Agency and Partnership. In order to support the delivery of the Manchester Climate Change Framework, the Council has agreed to provide funding towards the creation of key posts at the Manchester Climate Change Agency. The posts agreed to be supported are Director, Deputy Director, Policy and Strategy Lead and a Programme & Finance Officer. These posts will drive forward the delivery of a range of activities and outcomes detailed within the Framework, all of which supports the work being undertaken for Manchester to become zero carbon by 2038 at the latest.
- 1.3 The intention is that through the posts funded by the Council, this will facilitate the securing of grants, sponsorship or other funds to ensure that the Agency has a long term, financially secure operating and staffing budget to continue to undertake key climate change related activities and put Manchester at the forefront by delivering exemplar initiatives.

## **2. Manchester Climate Change Agency: Director Role**

- 2.1 Work was undertaken in 2019 to develop an outline business plan for the further development and expansion of Manchester Climate Change Agency (MCCA). The development of the business plan was in recognition of the growing role for MCCA in the delivery of Manchester's climate change strategy, highlighting the need to upscale the staffing compliment in order to successfully achieve key outcomes for the city. As part of the plan, a staffing structure was outlined, which included the creation of a Director post, acting as the catalyst in establishing the Agency and Partnership as the driving force in making Manchester one of the first zero carbon, climate resilient cities in the world.
- 2.2 In January 2020, the Council confirmed funding support towards costs for the creation of four posts at the Agency, with the Director post being the first and primary position to be supported. The role directly contributes towards the delivery of the Our Manchester priority of Manchester becoming a zero carbon city by 2038 at the latest.
- 2.3 The Director position will directly oversee the delivery of a number of initiatives that will involve and benefit a wide range of organisations and residents across the city. The post will be accountable to Manchester Climate Change Agency Board of Directors and Partnership. These entities are made up of a wide range of influential partners from the public, private and community / voluntary sector, including Manchester City Council.

- 2.4 The post of Director will be included on the City Policy structure within Policy, Performance and Reform. Once appointed the officer will be immediately seconded into the Manchester Climate Change Agency to lead the organisation and manage its other employees. This arrangement mirrors that already in place for two Council officers, at Grade 11 and Grade 9, who are currently seconded into the Agency to provide interim support whilst the formal operational structure is established.

### **3. Conclusions**

- 3.1 The creation and appointment of the Director post will provide senior leadership capacity to lead the delivery and implementation of the Manchester Climate Change Framework. This is a key priority for the city and this much needed resource will support Manchester becoming a zero carbon by not later than 2038, as outlined in the climate emergency that was declared in July 2019.

### **4. Comments from Trade Unions**

- 4.1 Comments from the Trade Unions on the creation of this post are to be received.

### **5. Comments from the Director of HROD**

- 5.1 In establishing the grade and salary commensurate for the role, the Council's Job Evaluation Process has been applied.