

# Greater Manchester Combined Authority

## Resources Committee

Date: 27 October 2023

Subject: Re-evaluation of two GMCA Senior Posts

Report of: Andrew Lightfoot, Deputy Chief Executive, GMCA

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### Purpose of Report

Following structural changes, to seek approval for two posts to be established on the GMCA's Senior Pay scale;

- Head of Devolution Strategy & Government Engagement.
- Assistant Director Children and Young People – Reform .

### Recommendations:

The GMCA is requested to:

1. Authorise the GMCA Chief Executive to progress the “Head of Devolution Strategy & Government Engagement” and the “Assistant Director, Children and Young People -Reform” to band SM6 of the senior pay-scale, backdated to July 2023 when the additional responsibilities were taken on and the re-evaluation process started.
2. Note that both posts have been re-evaluated in line with the LGA framework and that the outcome of that re-evaluation was that the posts should move from Grade 11 onto the Senior pay-scale (SM6).
3. Note that additional costs will be met from existing GMCA budgets as a result of vacancy management.

### Contact Officers

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## **Equalities Impact, Carbon and Sustainability Assessment:**

**Results of the [Sustainability Decision Support Tool](#) to be included here:**

A [training video](#) is available on how to use the tool.

### **Risk Management**

There are no risk management implications

### **Legal Considerations**

There are no legal consideration

### **Financial Consequences – Revenue**

See section 3

### **Financial Consequences – Capital**

There are no capital financial consequences

**Number of attachments to the report:** None

### **Comments/recommendations from Overview & Scrutiny Committee**

None

### **Background Papers**

None

### **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

### **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

### **GM Transport Committee**

N/A

### **Overview and Scrutiny Committee**

N/A

## **Role 1) Head of Devolution Strategy and Government Engagement.**

- 1.1 Currently a Grade 11 within the Strategy team, the post led the GMCA negotiation of the Trailblazer Devolution Deal with central Government, and is also responsible for wider engagement with think-tanks, research institutes and other Mayoral Combined Authorities around devolution.
- 1.2 Since July 2023 the post has taken on additional responsibilities for Government Engagement and for the implementation of the Trailblazer Devolution Deal.

### **Proposed change to role**

- 1.3 Following the departure of the Head of Public Affairs in July, that post has been disestablished in the Strategy Team, with the responsibilities divided between existing posts in the Team. This has included the Head of Devolution Strategy taking on responsibility for Government engagement as a whole, including providing support for engagement with Government Departments across the GMCA, and visits by Ministers and Senior Civil Servants.
- 1.4 Alongside these new responsibilities, the agreement of the Trailblazer Devolution Deal with Government in March 2023 has led to the setting up of an implementation process, agreed by Leaders and Chief Executives. This includes the co-ordination of activity across all 130 commitments in the Deal, reported back to Leaders and Chief Executives, and leading the negotiation of the Single Settlement with HM Treasury and the Department for Levelling Up ahead of the next Spending Review. The additional resources agreed for the implementation of the Deal included two new Principal posts, working to the Head of Devolution Strategy.
- 1.5 These new responsibilities led to the Head of the Devolution Strategy post being re-evaluated in line with the LGA framework. The outcome of that re-evaluation was that the post should move from Grade 11 onto the Senior pay-scale (SM6).

## **2 Role 2) Assistant Director Children and Young People – Reform**

2.1 Currently a Grade 11, within the Public Service Reform (PSR) Directorate the post has grown significantly in recent years aligned to the GM Children & Young People's (CYP) policy area and associated programme at a local and national level. Working in collaboration with GM Directors of Childrens Services and senior leaders from GM NHS Integrated Care, the CYP Strategic Lead role has played an important role in developing a GM wide transformation programme for children and young people across an agreed set of priorities.

2.2 Over the past two years, the level of responsibility of the CYP Strategic Lead role has incrementally increased, including taking a lead on Government engagement for this area and providing support for engagement with Government Departments with GM Local Authorities and leaders. This has resulted in securing Government funding including the agreement for GM level delivery of the Supporting Families programme (which has led to greater certainty of funding for GM LAs), the DfE agreement in 2018 for an allocation of funding to support GM children's transformation programme that has laid the foundations for the strong programme we have today, and more recently DfE funding for a Fostering Programme.

### **Proposed change to role**

2.3 The post will continue to play a central role in forthcoming funding bids to government for GM to be a pathfinder area testing the Children's Social Care reforms, where GM is well positioned to secure additional funding. This will see the current post holder responsible for a multi-million-pound budget.

2.4 Alongside an increased scale and profile for the CYP programme in Greater Manchester, the responsibility of the strategic lead role within the Public Service Reform team has also increased, having originally been recruited to provide a strategic co-ordination role across the Supporting Families programme but now having responsibility for system leadership and resources across a much wider range of GM CYP priority areas, including Looked After Children and care Leavers, fostering, early help & early years, the GM Safeguarding Alliance and CYP voice, SEND and Commissioning.

2.5 The role now has seven direct reports including directing aspects of GMCA research team workplan.

2.6 In addition to leading and managing the CYP programme team the strategic lead post plays a critical role in supporting the governance around the CYP portfolio and has a central role in directing the agendas of both the GM Children's Board, GM DCS meeting and other key groups responsible for directing the CYP work in Greater Manchester. The post also plays an important role in supporting the role of the mayor, lead politician and lead chief executive for children and young people portfolio. The post holder has a strategic role in supporting and advising the GM group of DCS's.

2.7 Uplifting the CYP Strategic Lead post to Assistant Director will bring the responsibilities in line with other roles within the wider organisation. It will establish appropriate leadership for a policy area that will continue to grow over the next few years which will see real benefit to GM Local Authorities in terms of investment and support from high quality programme resources.

2.8 These new responsibilities led to the Strategic Lead CYP post being re-evaluated in line with the LGA framework. The outcome of that re-evaluation was that the post should move from Grade 11 onto the Senior pay-scale (SM6)

### **3 Financial Implications**

Additional costs for both posts will be met from within existing GMCA pay budgets through a vacancy management and recharge to appropriate external grants and programmes.

## Annex A – Role Profiles

<b>Job Title:</b>	Head of Devolution Strategy and Government Engagement	<b>Date:</b>	June 2023
<b>Reporting Line:</b>	Director of Strategy, Research & Economy	<b>Salary:</b>	
<b>Team:</b>	Strategy	<b>Business Area:</b>	Research and Strategy

### JOB PURPOSE

This is a leadership position within the Greater Manchester Combined Authority, with responsibility for the development, implementation and coordination of the Combined Authority’s strategy for devolution, working across all parts of the CA and with wider GM organisations.

Reporting to the Director of Strategy, Research & Economy, the role holder will play a pivotal part in supporting the Mayor and other Senior Leaders in delivering their portfolio responsibilities and wider roles for the GMCA.

This is a high profile and demanding role which will see the post-holder working closely with the political and officer leadership of the Combined Authority.

### KEY RELATIONSHIPS

- Membership of Extended Leadership Team (ELT)
- Relationship with Senior Leadership Team (SLT) and their directorates
- Mayor and Deputy Mayor of Greater Manchester and other GMCA portfolio holders where necessary
- GM Local Authorities
- Chief Executive of the GMCA
- Deputy Chief Executive of the GMCA
- Executive Director of Policy and Strategy
- Communications team
- Transport for Greater Manchester
- GM Health & Care Partnership
- VCSE sector in GM

## KEY RESPONSIBILITIES

### Jointly Leading the GMCA's Strategy Team

Leading and managing the Strategy Team in the GMCA, along with the two other Heads of Service in the team. Responsibilities include:

- Joining up the GMCA's through the Team's core role in providing the strategic direction and joining up across the GMCA and wider GM system;
- Integrating activity across the wide span of the team's responsibilities;
- Providing both direct management of staff in the branch, and indirect management of staff across the team so that they are working in a joined up and effective way.

### Lead devolution negotiation and implementation

- Lead the negotiation of any future Devolution Deals (or similar arrangements) with the UK Government, coordinating the wider GM system, working directly to the Mayor, Leaders and Senior Officers and representing the city-region (including, where necessary, in place of the Chief Executive) in negotiations with UK Government officials.
- Oversee an implementation programme to ensure Devolution Deals (or similar arrangements) are successfully implemented, including project management and budget oversight of the process – escalating issues to UKG officials where needed, considering organisational implications (capability and capacity) of implementation and ensuring senior politicians and officials are briefed on progress.
- Lead GMCA response to strategic or cross-cutting devolution proposals (such as the Single Settlement)

### Lead the development of GM's future devolution strategy

- Provide direct leadership and management to the Devolution Strategy and Implementation sub-branch of the GMCA Strategy Team.
- Identify and deliver the key policy priorities of the CA across the range of functions, with a particular responsibility for leading Greater Manchester's thinking about the future of devolution in the city-region
- Represent the CA at a senior level locally, sub regionally, regionally and nationally on the devolution agenda - including in conversations with Government, in order to ensure the aims of the Greater Manchester Strategy are achieved and at all times act as an ambassador for GM as a whole.
- Continually monitor how GM's powers and resources are making a difference for GM residents identify opportunities to push the agenda

further, and help ensure that GM makes the most of the autonomy and flexibility we have secured through devolution.

- Continually identify the key challenges and opportunities for GM across the devolution agenda; including from Government policies and announcements, the work of other Mayoral Combined Authorities and similar institutions nationally and internationally, and the policy and academic literature (inc. academics and think tanks).
- Keep GM at the forefront of developments in the devolution agenda, developing and maintaining strategic relationships with other cities, Government Departments, national organisations and think tanks (inc. a particular focus on leading GM's engagement with the M10, Convention of the North and various strategic groups mediating between local and central Government);
- Support the GM Mayor and GMCA Chief Executive in their engagement with the M10 network, including deputizing where necessary.

#### **Leading Greater Manchester Combined Authority's collective engagement with Government**

- Provide direct leadership and management to the Government Engagement sub-branch which both delivers direct work and provides 'coaching' support to the wider GM system to support policy teams to advance their agendas through engagement with Government.
- Lead the co-ordination across policy directorates, politicians, partner organisations and local authorities across GM to engage with the Government – both officials and Ministers.
- Identify opportunities to engage strategically with Government to advance key city-region priorities or interests – including through Ministerial or official visits, bilateral meetings, and more informal engagement.
- Provide a specific lead to the coordination and submission of materials in response to key Government fiscal events such as Budgets and Spending Reviews.
- Lead the Strategy Team's involvement in the design and delivery of other cross-cutting programmes or initiatives delivered in partnership with Central Government (such as Investment Zones).

**NB:** This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as require



## KNOWLEDGE, SKILLS AND EXPERIENCE

### Knowledge & Experience

- Post graduate or equivalent qualification, or significant experience in a relevant discipline
- Extensive knowledge of the local, national and international evidence and practice on devolution
- Extensive knowledge of the political and business environment of the GMCA and GM more widely
- Extensive knowledge of the political environment of the UK, particularly around devolution and the relationship between central and local government
- Experience of policy and strategy development and implementation at a national and/or local level
- Experience of delivering successful programmes
- Experience of working in a complex political, high-profile organisation at senior level and advising senior leadership and political leaders

### Skills & Behaviours

- Ability to build and maintain effective relationships at senior levels within the GMCA, with other public bodies and key institutions in the city region, and with businesses, trade unions and campaign groups.
- Excellent writing, presentation and planning skills, ability to interpret complex information quickly and effectively for differing audiences and purposes
- Excellent analytical, research and policy development skills
- Ability to prioritise effectively across a wide range of activities and react quickly effectively under time pressure
- Able to manage conflicting demands and juggle complex and high profile stakeholders effectively
- Self-motivated and able to deal with a demanding workload and deliver consistently to deadlines
- Ability to work flexibly and creatively as part of an effective team, building and maintaining positive relationships with colleagues
- Commitment to high standards of public service
- Requirement to travel to attend meetings and events, which may require overnight stay
- Requirement to work flexibly and respond to urgent demands outside core office hours

## Corporate Duties

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- Avoid any behaviour which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.
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Safeguard at all times confidentiality of information relating to staff and pensioners.

Refrain from smoking in any areas of Service premises.

Behave in a manner that ensures the security of property and resources.

Abide by all relevant Service Policies and Procedures.

**Records Management/ Data Protection** - As an employee of the GMCA, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

**Confidentiality and Information Security** - As a GMCA employee you are required to uphold the confidentiality of all records held by the GMCA, whether employee records or GMCA information. This duty lasts indefinitely and will continue after you leave the GMCA employment. All employees must maintain confidentiality and abide by the Data Protection Act.

**Data Quality** - All staff are personally responsible for the quality of data entered by themselves, or on their behalf, on GMCAs computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner, to ensure high standards of data quality in accordance with Departmental protocols.

To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act.

**Health and Safety** - All employees of GMCA have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable GMCA to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service's undertakings.

**Service Policies** - All GMCA employees must observe and adhere to the provisions outlined in these policies.

**Equal Opportunities** - GMCA provides a range of services and employment opportunities for a diverse population. As a GMCA employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background

### Assistant Director Public Service Reform

<b>Job Title:</b>	Assistant Director Children and Young People - Reform	<b>Date:</b>	June 2023
<b>Reporting Line:</b>	Director, Public Service Reform	<b>Salary:</b>	SM6
<b>Team:</b>	Children and Young People	<b>Business Area:</b>	Public Service Reform

#### JOB PURPOSE

This is a leadership position within the Greater Manchester Combined Authority, with responsibility for the Greater Manchester Children & Young People's programme.

Working across GMCA and with the 10 local Greater Manchester Directors of Childrens Services, GM Integrated Care System, Greater Manchester Police and other partner organisations the post-holder will lead a multi-skilled programme team delivering a range of projects designed to improve outcomes for children & young people within the city-region and deliver on the ambitions of the Greater Manchester Strategy.

The role will provide strategic support on issues relating to the children & young people policy area including acting as a main contact for central government, lead members and senior officers in GM.

The post holder will play a central role in facilitating the governance and programme infrastructure that sits around the Children & Young people's programme including the GM Children's Board and GM Director of Children's Services meetings.

Located within the GM Public Service Reform team the post holder will work with Local Authorities and partners to develop innovative solutions to some of the biggest challenges facing children's services departments whilst promoting the ambitions of public service reform in Greater Manchester.

## KEY RELATIONSHIPS

- Membership of Extended Leadership Team (ELT)
- Relationship with Senior Leadership Team (SLT) and their directorates
- Mayor and Deputy Mayor of Greater Manchester
- GM Elected Members for Children and Young People Service and other GMCA portfolio holders where necessary
- GM Local Authorities
- Political Leader with responsibility for Children & Young People
- Chief Executive with responsibility for Children & Young People
- Deputy Chief Executive of the GMCA
- GM Directors of Children Services
- GM Health & Care Partnership
- Greater Manchester Police
- VCSE sector in GM
- Central Government Departments
- GM Youth Combined Authority and other youth voice groups within GM

## KEY RESPONSIBILITIES

### Strategic Leadership

- Provide strategic leadership to the organisation in respect of the children & young people related policy area.
- Develop a strong, influential collective voice across Greater Manchester and nationally around children & young people.
- Proactively identify connections and joint opportunities with other policy areas and programmes of work across the organisation and other partners with regards to the children & young people policy area.

### Programme Leadership

- Lead the GM Children & Young People's programme at GMCA including line management of programme management resources within the team.
- Maintaining effective management, oversight and delivery of outcomes for programmes relating to the GM Children & Young people programme.

- Regularly produce high-quality progress reports for relevant board meetings and committees.
- Support the Greater Manchester governance structures that exist around the Children & Young People's programme area agenda setting for the GM Children's Board and GM DCS meeting.
- Responsible for managing budgets relating to projects within the GM Children & Young People's programme.

### **Policy Support**

- Directly support the role of the political lead and lead Chief Executive with responsibility for children and young people in addition to the GM lead DCS role.
- Support the role of the GM Mayor around the children & young people related policy area.
- Act as a main contact for central Government departments on behalf of GMCA and the ten GM Local Authorities for policy issues relating to children & young people.
- Respond to funding and bidding opportunities to maximise resourcing and other investment that can be deployed to contribute towards GM's reform ambitions.

### **Public Service Reform and System Redesign**

- Work with the ten Directors of Children's Services and partners to identify solutions to tackling some of the biggest challenges facing children's services departments with an emphasis on innovative solutions and GM wide collaboration.
- Provide strategic and tactical advice on system redesign and public service reform to senior stakeholders working in children's services departments within GM.
- Contribute to the ongoing identification of devolution opportunities and levers for change associated with reform.

NB: This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as required.

## **KNOWLEDGE, SKILLS AND EXPERIENCE**

### **Knowledge and Experience**

- Educated to degree level or with a relevant professional qualification, with evidence of

continued professional development.

- Knowledge of NHS, Local Government, Greater Manchester, Public Service Reform and the current/emerging issues facing the public sector.
- Knowledge of the national context for public services and devolution and the regional & local policy implications.
- Knowledge of programme and project methodologies and the proven ability to manage projects and programmes.
- Experience of working within a political environment providing balanced advice, inspiring trust and confidence on strategic and operational matters.
- Evidence of working effectively and collaboratively with a diverse range of professionals and partners, across organisational boundaries, with a proven track record of delivering change and improvement.
- A proven track record of working at a senior level, demonstrating organisational culture, values and behaviours in leadership approach.
- Understanding of the national and local political contexts and experience of analysis and providing appropriate advice to a complex range of stakeholders.
- Evidence of leading innovative transformational change that delivers improved outcomes.
- Demonstrable understanding of the Greater Manchester city-region, its strengths and challenges.
- Experience of managing complex budgets with multiple revenue streams

### **Skills and Behaviours**

- Ability to build and maintain effective relationships across different sectors – and handle significant challenge while protecting the professional relationships
- Significant powers of persuasion and willingness to appropriately challenge senior leaders where appropriate
- Excellent writing and planning skills and ability to interpret complex information quickly and effectively for differing audiences and purposes
- Proven analytical and problem-solving capabilities
- Skilled in the application of core project, programme and portfolio management approaches with an understanding of the appropriate applications in different contexts.
- Proven ability of leading teams with relevant specialisms in a large and complex organisation
- Ability to understand and synthesise new policy areas at pace and to identify immediate strategic opportunities and challenges.
- Able to rapidly understand new policy areas and get to grips with the delivery and management issues and requirements.

- Understanding of evaluation methodologies and an ability to use evidence to guide decision making for future activity.
- Ability to manage and maintain a multi-priority workload
- Creative, resourceful and able to react quickly and act effectively under pressure
- Able to manage conflicting demands and juggle complex and high profile stakeholders effectively
- Self-motivated and able to deal with a demanding workload and deliver consistently to deadlines
- Ability to work flexibly and creatively as part of an effective team, building and maintaining positive relationships with colleagues
- Commitment to high standards of customer care and public service
- Commitment to collaborative and partnership working

**FOR POLITICALLY RESTRICTED POSTS:**

This post is a politically restricted post, as defined by the Local Government and Housing Act 1989 (as amended by Section 30 of the Local Democracy, Economic Development and Construction Act 2009) on one of the following grounds:

- the post is that of a Chief Officer or Deputy Chief Officer or
- the post has delegated powers to discharge the functions of the Authority; or
- the duties associated with the post include giving advice on a regular basis to the Authority, to Committees or Sub-Committees of the Authority (including member panels, Sub-Committees etc.) or to joint committees on which the Authority is represented or give advice to Executive Members, Committees or speak to the media.

The post holder has a right to appeal to the GMCA Chief Executive against the classification of their post as politically restricted.

**Corporate Duties**

- Avoid any behaviour which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.
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Safeguard at all times confidentiality of information relating to staff and pensioners.

Refrain from smoking in any areas of Service premises.

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