

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 21 February 2017

Subject: City Centre Review: Manager of City Centre Public Services

Report of: Deputy Chief Executive (People, Policy & Reform)

Summary

This report proposes the creation of a post of Manager of City Centre Public Services. The proposal arises from a review of the performance of public services in the city centre. The review involved users of the city centre and focused on the issues affecting the way the city centre looks and feels to the different groups of users.

The Executive on 8 February approved the recommendations of the review.

Recommendations

That the Personal Committee:-

1. Approve the creation of a post of Manager of City Centre Public Services reporting to the Head of City Centre Regeneration in the Strategic Development Directorate and with a dotted line link to the to the Deputy Chief Executive (Growth and Neighbourhoods) who will co-ordinate Strategic Director Support for city centre management.
 2. Approve the salary of the post of Manager of City Centre Public Services at SS2 (£64,574 to £71,295) in accordance with the Council's senior staff job evaluation scheme.
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Wards Affected: - City Centre and Ancoats and Clayton

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The perception of parts of Manchester's city centre is currently having a negative impact on visitor, resident and business confidence. It is critical that Manchester is able to support and attract investors and visitors to the city centre. The ambition is to the city centre to continue to drive its success and attract a highly skilled workforce.

<p>A highly skilled city: world class and home grown talent sustaining the city's economic success</p>	<p>Manchester's reputation as a vibrant city with a range of amenities and assets has been central to attracting world class business and workforce. Investment in the future of the city to ensure that the city centre plays its full role in attracting and retaining a strong talent pool who will work and live in the city centre is essential.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>Our Manchester principles have underpinned the review – the research, stakeholder engagement and recommendations. Ensuring Manchester city centre is accessible for all Manchester residents to use safely and confidently on a 24 hour basis is a key principle of the review and recommendations.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>The increase in residential space in the city centre has contributed to the need to provide a safe, accessible and user friendly on a 24 hour basis. The review and report identifies the ways in which the city centre will be improved to encourage residents, visitors and workers to utilise all the services and facilities of the city centre.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>A key element of the review is the use of technology, providing digital solutions and infrastructure to drive change in the management and function of the city centre.</p>

Full details are in the body of the report, along with any implications for

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

The financial implications of the proposed post can be met for the first three years from confirmed resources of £4.6m identified for the city centre review. Further work will be undertaken to define the impact of the investment on outcomes and service demand. This will allow the Council's budget process to potentially taper the investment following the anticipated reduction in demand and to move this post into mainstream resource.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Executive Report, 8 February 2017 – City Centre Review Findings

1 Introduction

- 1.1 Officers have worked with senior colleagues in Greater Manchester Police (GMP) to conduct a review of demand on public services in the city centre. The review addressed a range of issues impacting on the way the city centre looks and feels to visitors, shoppers and businesses, those who live and work there. The review used Our Manchester approaches to engage extensively with both service deliverers and city centre users, to identify what is working well and what the key issues and gaps are.
- 1.2 The review was overseen by a group of Members chaired by the Leader of the Council and including the Deputy Leader with responsibility for communications, housing and regeneration, the Executive Members for Adults Health and Wellbeing, Neighbourhoods, Culture and Leisure, Environment, the city centre spokesman and City Centre Ward Councillors.
- 1.3 Throughout the research for the review stakeholders commented positively on the many strengths of the city centre including its vibrant culture and retail offer, it's friendliness, its architecture and the public transport infrastructure.
- 1.4 The review considered the increases in the demands placed on public services due to growth in the numbers of visitors, residents and people working in the city centre at a time when public service resources have declined significantly over the past five years.
- 1.5 The following issues affecting the look and feel of the city centre were addressed:
- Drug and alcohol consumption
 - Homelessness - illegal occupancy and rough sleeping
 - Street begging
 - Peddling
 - Anti-social behaviour
 - Litter and waste management
 - Specific locations causing concern
 - Condition, maintenance and renewal of public realm

2 Proposals

- 2.1 The review produced proposals for new approaches to the issues listed in paragraph 1.5 above. These approaches involve different ways of organising public services and increasing the involvement of stakeholders in playing their part in resolving these issues. The various proposals have been included in a report to the Executive on 8th February. The proposals include a one off investment of £4.5m, provision for which has been made in the revenue budget or from external sources.
- 2.2 The review also recommends new arrangements for managing and coordinating public services in the city centre. It is also proposed to develop new arrangements for stakeholder engagement (including businesses, residents, visitors and those who work in the city centre) in the successful

management of the city. A robust engagement and communications plan will be developed as part of this.

- 2.3 The new investment will be subject to improved outcomes. The new arrangements will therefore be underpinned by strong analysis, evaluation and performance monitoring. This will include monitoring progress towards the outcomes related to the investment in services, to maintain focus on ensuring the agreed outcomes are delivered.
- 2.4 The proposals to strengthen management and governance are to:
- Recruit a **Manager of City Centre Public Services** to provide strong city centre management and leadership and coordination.
 - Establish a cross sector **City Centre Accountability Board**.
 - The manager will be responsible for developing a **single plan for public services** in the city centre. This will need to be approved by the Accountability Board. The plan will include ambitious and measurable improvements and outcomes and a requirement to intervene when outcomes are not on track.
 - Reform the current **partnership and governance arrangements**, in light of the point above and to ensure maximum stakeholder engagement and ownership.
 - Establish more effective **stakeholder partnership** arrangements.
 - Develop a **clear vision, narrative and communications** strategy about the city centre.

3 **Role of Manager of City Centre Public Services**

- 3.1 The purpose of the new role will be to:
- co-ordinate the production of a single strategic plan for the issues and solutions identified by the review.
 - work with all city centre stakeholders to secure their commitment to the operational requirements of improving outcomes;
 - secure alignment of the resources of all public services serving the city centre to the objectives of the strategic plan.
 - report to the Accountability Board on the total spend of public services that contribute to place management in the city centre and the demands placed on those services by physical development, population growth, increases in employment;
 - maintain a framework of outcome measures for improvements to be achieved with the additional investment and report to the Accountability Board on progress ;
 - intervene when outcomes are not on track;
 - lead the development and management of new stakeholder partnership arrangements for service delivery and place management in the city centre, with all user groups, particularly the business community;
 - support the development of further Business Improvement Districts for the city centre where appropriate; and
 - lead a robust communications and engagement plan for service delivery and place management in the city centre.

- 3.2 The role will report to the Head of the City Centre Regeneration Team in the Strategic Development Directorate. This location for the post will provide a specific focus on the city centre and support its role in managing stakeholder partnerships, particularly with the business community and, where appropriate developing further Business Improvement Districts. Although the role's principle relationships will be with operational managers responsible for service delivery in the City Centre, the post holder will have a dotted line link to the Deputy Chief Executive (Growth and Neighbourhoods) who will co-ordinate Strategic Director support for city centre Management.
- 3.3 The post holder will account to the proposed City Centre Accountability Board comprising Executive Members of the City Council, senior representatives of GMP, and Chairs of BIDs.
- 3.4 The role will not manage day to day operations of Council, GMP or other public services. The description of the role and arrangements for how it will relate to operational management will be set out in a protocol between the City Council and GMP. The role description and the protocol will be developed jointly with GMP and the City Council.

4 Comments from the Trade Unions

To be tabled.

5 Comments from the Interim Director of Human Resources and Organisational Development

- 5.1 I have been involved with the development of the proposals set out within this report and agree with the recommendations made. The proposals have been developed to ensure the relevant and appropriate leadership capacity is in place for the future.

6 Conclusion

- 6.1 In summary this report is seeking to establish the new post of Manager of City Centre Public Services to produce a strategic plan and drive the delivery of improvements identified from the City Centre Review. This post will be employed by the Council.