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**Manchester City Council  
Report for Resolution**

**Report to:** Personnel Committee – 13 September

**Subject:** Changes to Senior Management Arrangements in Growth and Neighbourhoods and the Corporate Core

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

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**Summary**

This report sets out a range of changes to senior management positions across Growth and Neighbourhoods and the Corporate Core, to provide additional support in the development and delivery of key Council priorities.

**Recommendations**

Personnel Committee are requested:

1. To create an additional Strategic Lead (Neighbourhoods) role, Band SS2 (£64,574 - £71,295)
  2. To redesignate and regrade the position of Head of Facilities Management, Band SS1 (£57,340 - £63,308) to Head of Facilities Management and Catering, Band SS2 (£64,574 - £71,295)
  3. To create the position of Head of Finance (Commercial), Band SS3 (£74,175 - £83,830)
  4. To agree in-principle a market rate supplement of up to £25k for the post of Director of Capital Programmes. In line with the Council's Pay Policy Statement, the figure will be subject to benchmarking evidence and set in consultation with the Executive Member for Finance and Human Resources. As the total salary package may change and base salary for the post exceeds £100k.
  5. To recommend to Council the payment of a market rate supplement of up to £25k for the post of Director of Capital Programmes.
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**Wards affected:** All

**Financial considerations – Revenue:**

All changes will be financed from with existing directorate budgets

**Financial considerations – Capital:**

None

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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 listed on the previous page.

- Personnel Committee 1 June 2016: *Senior Management Arrangements*
- Personnel Committee 28 June 2017: *HROD Service Restructure*

**Implications for:**

**Anti Poverty Equal Opportunities**  
No                      Yes

**Environment**  
No

**Employment**  
Yes

## **1. Introduction**

- 1.1 This report proposes the creation of two new posts proposed, an additional Strategic Lead (Neighbourhoods) post within the Neighbourhoods Service in the Growth & Neighbourhoods Directorate, and a Head of Finance (Commercial) within the Corporate Core. Additionally the report proposes changes to two existing roles: In-principle approval for a market factor supplement of up to £25k for the post of Director of Capital Programmes and changes to the senior management structure for Business Units, which result in a redesignation and regrading of the post of Head of Facilities Management, to support development of a future delivery model for the Catering Service.
- 1.2 The specific details and proposals are contained within the body of this report.

## **2. Strategic Lead (Neighbourhoods)**

- 2.1 An additional Strategic Lead post is proposed, to lead on the implementation and evaluation of the Our Manchester place based approach ensuring that the learning is applied to develop the approach at scale. This post is additional to the three existing Strategic Lead (Neighbourhoods) posts who act as commissioners of services and provide strategic leadership and continuous improvement for specific areas across the City.
- 2.2 The Strategic Lead (Neighbourhoods) post will be established within the Neighbourhoods Service, reporting to the Director of Neighbourhoods. The post will work to build and maintain strong networks of support, both internally and externally, and to forge effective partnerships with external agencies (voluntary and statutory), the private sector and other key stakeholders. It will provide key strategic oversight of work to promote the collective and continuous improvement of neighbourhoods, to encourage wider community engagement and deepen understanding of the Our Manchester.
- 2.3 The development of the Place Based activity will focus on embedding the Our Manchester approach throughout a whole area. Starting in three key areas across the city these programmes will bring a range of services together to consider what different, more collaborative and strength based approaches to delivery might look like at a local level. Critical to this will be the engagement of residents. This role will lead the development of the place based work ensuring that this is taken forward in a consistent and systematic way considering how this can be delivered at scale across the life of Our Manchester.
- 2.4 Building community resilience and strengthening community cohesion as well as empowering and supporting communities to actively engage and support their recovery through existing mainstream provision is a key part of the community recovery work being developed in the aftermath of the arena attack. This role will provide additional capacity to support this work as well as supporting the Council's response to the community cohesion review commissioned by the Greater Manchester Mayor's office. Under m people principles of drawing in skills required and moving to the point of need, the

former HR Strategic Business Partner for Neighbourhood Services has been identified as an appropriate match for this post.

- 2.5 The post is funded through existing budget in the Growth and Neighbourhoods Directorate. The revised senior structure for the Neighbourhoods Service is attached below as Appendix A.

### **3. Business Units**

- 3.1 Following the movement of Business Units into the Growth and Neighbourhoods Directorate in 2016, a review has been undertaken to determine the effectiveness, efficiency and potential future direction of travel for the services within this function. This has revealed a number of areas where work is required to enable the individual services to deliver more effectively and efficiently thus enabling greater value for money and the ongoing viability of the services. The service areas contained within Business Units, and therefore in scope of the review include:

- Catering (Manchester Fayre)
- Pest Control
- Fleet
- Markets
- Bereavement Services

- 3.2 It was agreed to delay the review of Markets as a result of current pressures within the service. It is anticipated that this review will take place later in the year.

- 3.3 The review has resulted in a series of specific actions that will strengthen the overall strategic direction of all the services. It identified the biggest change was required to the current Catering delivery model to reduce increasing financial pressures and enable the service to compete successfully within a competitive market.

- 3.4 In order to improve the viability of the Catering service and, if required, consider alternative delivery models, it is clear that a revised management structure is required to help drive forward the changes required. The changes will be critical to ensure that the Catering service (which of all these services is the biggest contributor to the cash limit budget) is well equipped to compete within an increasingly competitive market for catering services. Feedback from customers indicates success in this market relies on quality, consistency of offer, service standards, and pricing.

- 3.5 Catering expertise and experience is required at a senior level to develop the offer that is able to compete successfully in the market place. The current Head of Facilities Management has previous Catering experience and was also directly involved in the delivery of the Catering Service in the previous Business Units structure and has the requisite skills and experience to drive forward these changes. The organisation's approach in recent years has been to direct talent to areas of organisational need. It therefore seems a sensible

approach to bring this individual on board to provide the strategic support and capacity required for this service area.

- 3.6 This leadership role would be in addition to the current responsibilities of the Head of Facilities Management position and therefore a senior job evaluation has been undertaken. The additional responsibilities have resulted in an increase in salary from Band SS1 to Band SS2. The position title Head of Facilities Management will also be redesignated to Head of Facilities Management and Catering to reflect the new responsibilities.
- 3.7 In order to provide organisational fit and to ensure the role is centred on organisational need and direction of travel, Facilities Management will remain in Strategic Development and retain close links with operational property. The Head of Facilities Management and Catering will work across Growth and Neighbourhoods and Strategic Development and be matrix managed by the Head of Corporate Estates and Facilities, and the Head of Commissioning and Delivery.
- 3.8 It is recognised that once the management structure is established, a review of the full structure of the Catering Service will need to take place in due course. This will be a priority for the Head of Facilities and Management and Catering.
- 3.9 The Senior Facilities Manager position currently has responsibility for Catering, Bereavement, and Pest Control. To reflect the changes above, the portfolio of work for this role will also change. The role will undertake leadership responsibility for Fleet Services in place of Catering Services. A senior job evaluation exercise has been undertaken to incorporate the changes. The role will remain at Band SS1 as a result of this exercise.
- 3.10 The revised senior structure for Business Units is attached as Appendix B.

#### **4. Corporate Services**

- 4.1 The Council is going through a period of significant change as well as continuing to drive forward the City's development and there is a clear requirement to ensure the right skills are in place to support this. For example, the development of the Town Hall project as well as support to Factory, and Highways investment and transformation will require significant experienced finance capacity. In addition the Council is currently progressing an array of economic, cultural and commercial developments which require technical and commercial expertise. The arrangements in place have been reviewed to ensure the appropriate capacity is in place to deliver these objectives with a revised senior structure attached below as Appendix C.

#### **4.2 Financial Management**

- 4.2.1 The Council's commercial financial expertise, in the form of the Core Investment Team, has transferred to the GMCA. This support has continued to be provided via a Service Level Agreement funded from the Capital Fund to

reflect an ongoing requirement for skilled or third party support, for example an external advisor, to sign off major commercial developments, in line with CIPFA and HM Treasury best practice. With the key postholder within the CA leaving for another role there is an opportunity to review this arrangement to ensure it provides best value and meets the organisation's growing needs. Following this review, the proposal is to create a new role within the organisation to provide this support.

- 4.2.2 There are currently two Head of Finance roles within the Council's Financial Management service reporting to the Deputy City Treasurer with responsibility for revenue resources for Council Directorates. As set out above, there is now a need to introduce internal capacity, to advise and represent the Council at a senior level in commercial transactions. Current activities where this support is required include supporting the development of the Residential Growth Strategy, specific commercial schemes such as City Labs and the development of the Transport Investment Fund and HS2 proposals.
- 4.2.3 It is recommended that an additional Head of Finance (Commercial) is established at Grade SS3, to provide the required commercial support as outlined above. The post will be funded from the Capital Fund monies used to fund the current SLA with GMCA.
- 4.2.4 Further work will be undertaken to develop capacity to reinforce the Financial Management function, although these adjustments will be focused at middle management level, supported by graduate trainees and higher level apprenticeships.

### **4.3 Capital Programmes**

- 4.3.1 As reported to the previous Personnel Committee, the recruitment process for the Director of Capital Programmes did not deliver a suitable candidate. The interim arrangement has been extended to provide consistent leadership and secure service delivery. However there is the need to progress the appointment of a permanent candidate.
- 4.3.2 One of the main reasons for not being able to fill the post included the scope of the role, which was too broad to attract candidates at a similar level looking to progress within the public sector.
- 4.3.3 A core part of the role will be moving the service towards excellence and supporting the improvement board, developing and upskilling the workforce including a grow your own approach with apprentices and being able to source specialist skills as required.
- 4.4.4 Industry intelligence also suggested that the level of pay is not at a sufficient level to attract candidates from the private sector. Since the recruitment process the role has been reviewed to focus on the delivery of the capital programme and to lead the governance and delivery of the Council's overall capital programme alongside the capital procurement process including the

North West Construction Hub. A benchmarking exercise is currently being conducted, to test the market for the calibre of applicant being sought.

- 4.3.5 In-principle approval is sought to agree a market factor supplement of up to £25k. Any additional market supplement payment will be based upon the evidence provided by the benchmarking exercise, and subject to consultation with the Executive Member for Finance and Human Resources. As the total salary package for the post may change and exceeds £100k the market rate payment would be subject to approval by Council before an appointment could be made. Any additional cost will be met from within the Capital Programmes Budget and will represent a saving on the current interim arrangements.

## **5.0 Conclusion**

- 5.1 The proposals set out in this report will provide additional strategic, commercial and logistical support in the delivery of key priorities.

## **6.0 Key Policies and Considerations**

### **(a) Equal Opportunities**

Changes will take place within the existing framework and HR policies which have been subject to Equality Impact Assessments. There are no equality implications in terms of service delivery.

### **(b) Risk Management**

None

### **(c) Legal Considerations**

Proposals have been developed in line with the Council's legal obligations as an employer and the Council's corporate workforce policies.

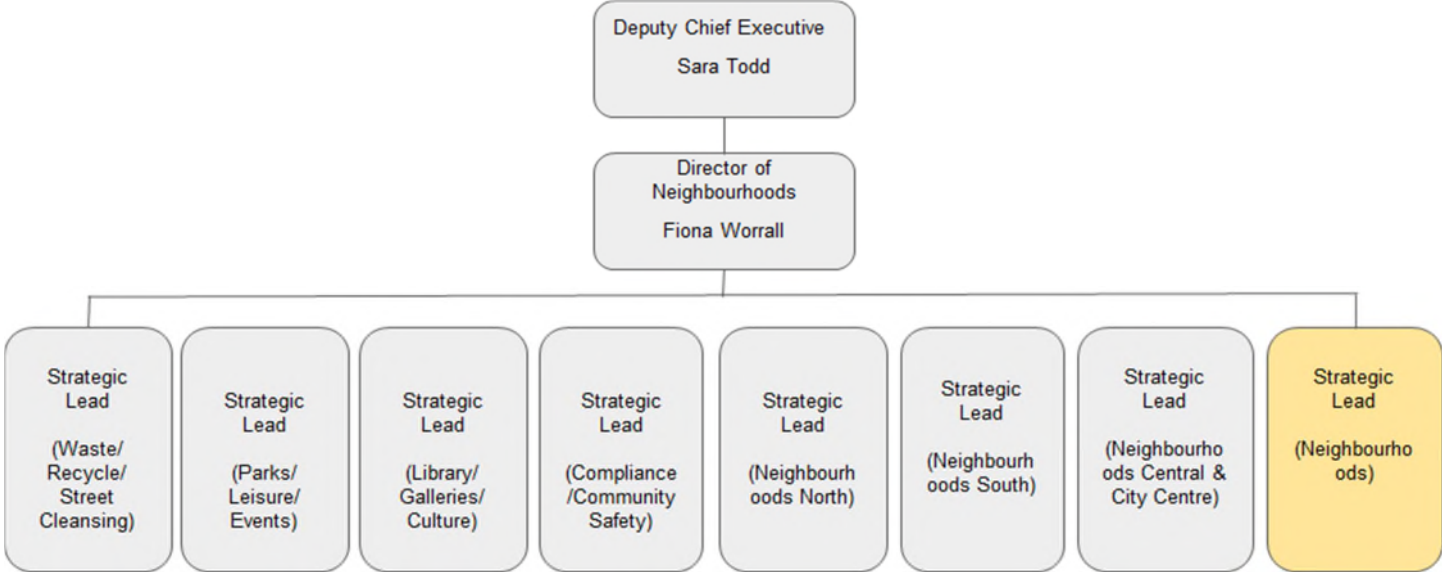
## **7.0 Comments of the Director of HROD**

- 7.1 I have been involved in the development of these proposals. All changes proposed are consistent with the Council's Pay Policy Statement and the Council's Constitution.

## **8.0 Trade Union Comments**

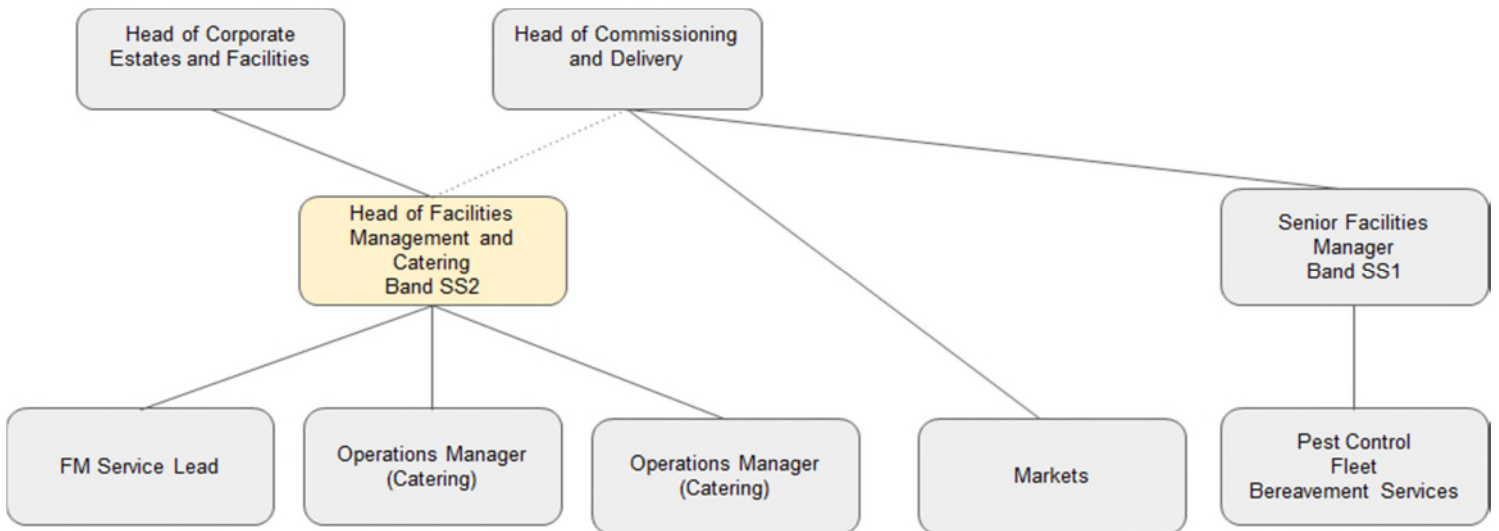
To follow

**Appendix A - Senior Structure: The Neighbourhoods Service**





**Appendix B - Senior Structure: Business Units**



**Appendix B - Senior Structure: Corporate Services**

