



Personnel Committee

Date: Thursday, 5 December 2019
Time: 1.00 pm (or at the rise of the Economy Scrutiny Committee, if later)
Venue: Council Antechamber, Town Hall Extension - Manchester City Council

Everyone is welcome to attend this meeting of the Personnel Committee.

This is a **Supplementary Agenda** containing additional information about a report that has been revised since the agenda was first published.

Access to the Council Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

Membership of the Personnel Committee

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

Agenda

6. **Senior Leadership capacity in City Solicitor's** 3 - 8
A revised report of the Chief Executive is enclosed.

Further Information

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

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This agenda was issued on **Wednesday, 27 November 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee - 5 December 2019

Subject: Realign Senior Leadership Capacity in City Solicitors

Report of: Chief Executive

Purpose of Report

This report sets out proposals to realign senior leadership capacity with the City Solicitor's portfolio in the context of the departure of the Director of Strategic Communications and the need to realign and develop wider leadership and management capacity.

The proposed changes will lead to a budget saving of £18k and are designed to invest in delivery capacity in support of the Council's strategic objectives.

Recommendations

Personnel Committee is requested to:

1. To note the resignation of the Director of Strategic Communications with effect from 3 January 2020 and to thank Jen Green for her commitment and dedication to organisation for the past 20 years.
 2. To agree the disestablishment of the Director of Strategic Communications SS3 (£78,715 - £87,217) and the re-establishment of a Head of Strategic Communications role SS2 (£68,526 - £74,175).
 3. To note the retirement of the Head of the Executive Office with effect from 31 January 2020 and to thank Helen France for her commitment and dedication to the organisation for the past 5 years.
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Wards affected: All

Financial implications for the revenue and capital budgets:

The revenue implications including on costs of disestablishing the Director of Strategic Communications SS3 role at £115k and the creation of a SS2 Head of Communications role at £97k will generate a budget saving of £18k.

Contact Officers:

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Background documents (available for public inspection):

Personnel Committee 7 February 2018: Senior Leadership Arrangements

1. Background

- 1.1 With the departure of the Director of Strategic Communications, Jennifer Green, and the retirement of the Head of the Executive Office, Helen France, there is an opportunity to realign and develop leadership and management capacity across Communications, Civic and Ceremonial and the Executive Office within the City Solicitor's portfolio within the Corporate Core.
- 1.2 A review of the capacity to deliver against the Corporate Plan, as well as the support required for the delivery of the Our Manchester Strategy and Our Transformation plan has been undertaken. The outcome of this has identified the need for a different leadership model and configuration for each service area.
- 1.3 This report sets out proposals to respond to these drivers for change.

2. Strategic Communications

- 2.1 Under the Director of Strategic Communications, the corporate communications function has developed significantly. Its strategic approach has developed from a largely marketing focused model to a campaigning engagement model to support the delivery of the Our Manchester strategy.
- 2.2 The Director of Communications also brought together the Civic and Ceremonial Office and the Executive Office, to support the reputation of the Council, through effective strategic communications, professional executive support for the Chief Executive and SMT and the delivery of successful civic and ceremonial events and programmes.
- 2.3 The review of these functions, alongside our key priority areas has determined that a different leadership model is required, in order to ensure a greater individual focus for each area. To do this it is recommended to create a Head of Strategic Communications role reporting directly to the City Solicitor and to redesignate the Head of Communications role to Deputy Head of Communications in line with naming conventions, but this role will remain at Grade 12.
- 2.4 The post will continue to be responsible for the wide ranging communications functions for the Council including marketing, digital communications, the creative design studio, news and media, print and mail and Translations and Interpretations. Along with a commercial income target for its operational services. The post has been evaluated at SS2.

3. Civic and Ceremonial

- 3.1 The Civic and Ceremonial team continues to successfully deliver a wide ranging programme of civic engagements and events on behalf of the Lord Mayor. Last year that included over 600 engagements and over 100 events. It is proposed that this approach continues with the Head of Protocol, Civic and Ceremonial reporting directly to the City Solicitor.

4. Executive Office

- 4.1 The Head of the Executive Office has worked for the Council for almost five years and has provided excellent executive support for both the previous Deputy Chief Executive and the Chief Executive. Effective systems and governance have now been established within the office and across SMT.
- 4.2 Future drivers include the need for greater policy capacity, as well as the continued stakeholder management and engagement activity at a leadership level, in order to support the Chief Executive with her personal leadership for the delivery of the Our Manchester approach across the organisation and city. The post will continue to support the Chief Executive and SMT and provide strategic support across GM, with our Health partners and broadly across the organisation. Furthermore, this post will be the lead for the Manchester Memorial Fund, supporting the establishment of a permanent memorial for those affected by the Manchester Arena Attack.
- 4.3 The reporting line for this role will move under the City Solicitor. There will not be any changes to the grade of this post.

5. Conclusion

- 5.1 These changes will provide Chief Executives and the City Solicitor with the level of leadership and capacity needed to deliver the significant agenda for both the Directorate and the Council.

6. Comments from the Director of HROD

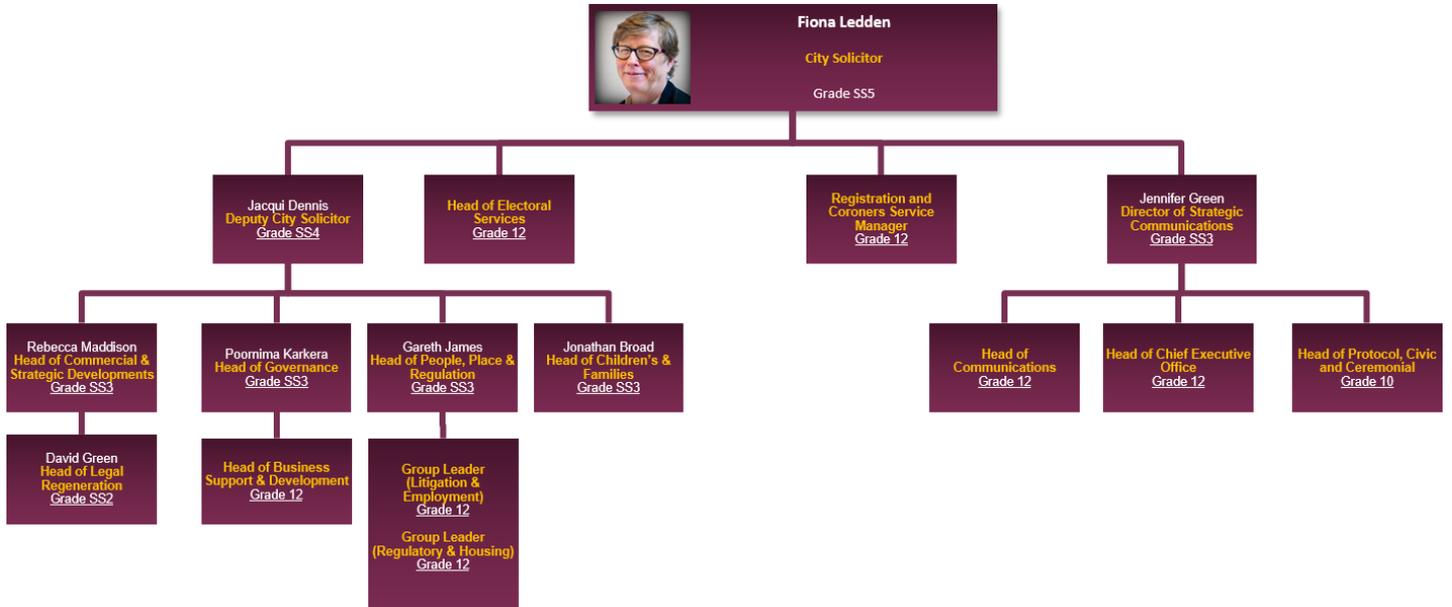
- 6.1 I am satisfied that this meets the needs of the organisation and the relevant policies have been applied and in terms of good practice we have consulted appropriately. Moving forward this helps to reduce some of the spend at SS level.

7. Comments from Trade Unions

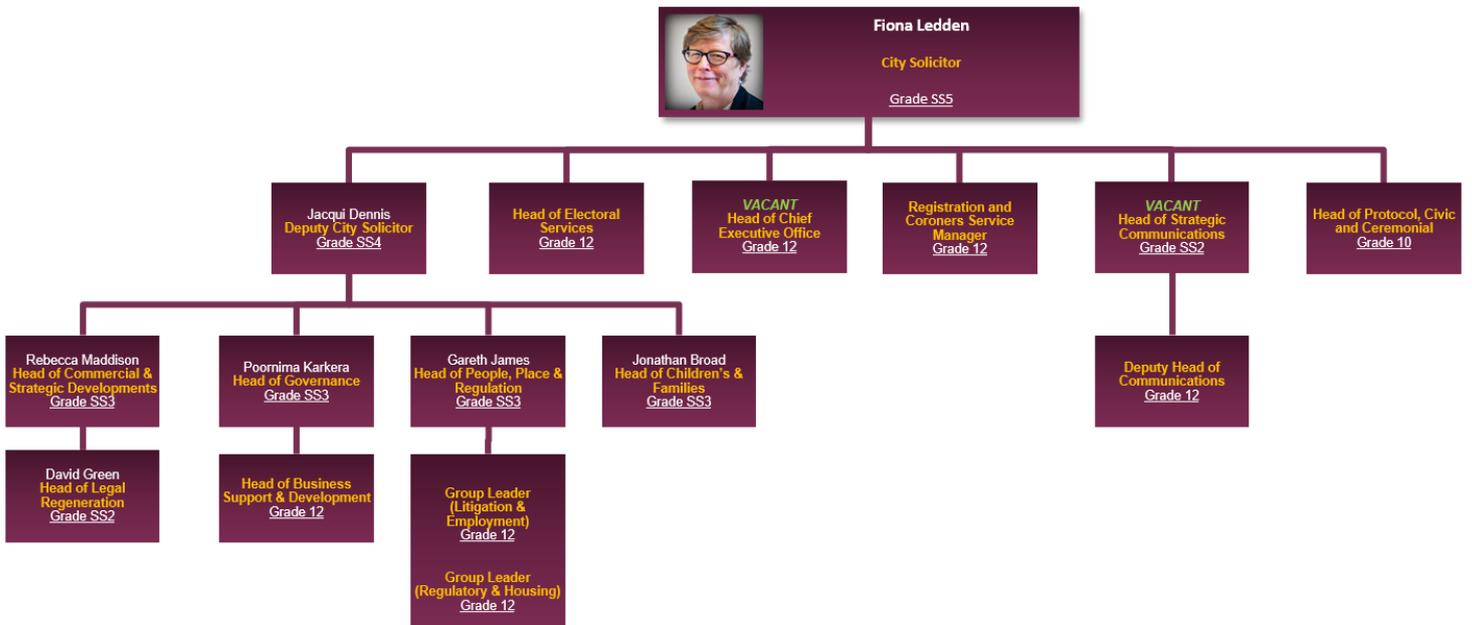
- 7.1 Support the approach

Structure Chart

As is



To be



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