



Personnel Committee

Date: Wednesday, 26 June 2019

Time: 10.10 am

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **supplementary agenda** containing additional information about the business of the meeting that was not available when the agenda was 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

Supplementary Agenda

- | | | |
|----|--|---------|
| 6. | Corporate Core: Senior Management Capacity The report of the Chief Executive is enclosed | 5 - 18 |
| 7. | Strategic Development: Senior Management Capacity The report of the Chief Executive is enclosed | 19 - 28 |
| 8. | Neighbourhoods Directorate: Senior Management Capacity The report of the Chief Executive is enclosed | 29 - 42 |

Further Information

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

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This supplementary agenda was issued on **Wednesday, 19 June 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

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Manchester City Council Report for Resolution

Report to: Personnel Committee – 26 June 2019

Subject: Corporate Core - Senior Management Capacity

Report of: Chief Executive

Summary:

Following the report to the Committee in January 2019 regarding Strategic Management Team arrangements, this paper sets out proposals to build senior capacity within the Corporate Core.

Recommendations

Personnel Committee is requested to:

1. Approve the redesignation of the role Head of Data and Information Governance (£65K) in the Performance, Research and Intelligence (PRI) Service as Data and Intelligence Specialist. The existing pay level is a spot salary up to £65k which has not been aligned to the senior management pay and grading structure and therefore approval is requested to bring it in line by designating it as an SS1 post (£60,857 – £65,865).
 2. Agree the re-grading and redesignation of 2 posts; Corporate Assessments Manager and Corporate Revenues Manager in Revenue and Benefits Service from Grade 12 to Technical Lead (Revenues and Benefits) at Grade SS1 (£60,857 – £65,865).
 3. Note the establishment of two Commercial Lawyer roles at G12 to support the growth of development work in Strategic Development and approve a market rate supplement of £15,326 for each post to enable recruitment of specialist internal capacity reducing reliance on external advice.
 4. Recommend to Council that a market rate supplement of £20k be made to the Deputy City Treasurer to reflect the additional responsibilities taken on within existing grade and ensure the retention of the current post holder in light of local market forces. This has the effect of increasing the salary to £125,940.
-

Wards Affected: All

Financial implications for the revenue and capital budgets:

All costings are provided at the top of grade with full oncosts unless otherwise stated.

There are no requirements for increased revenue budget to cover the £49k costs arising from the proposals as they will be contained within existing approved budgets. The increased revenue is made up as follows: -

- The regrading of the two Revenues and Benefits roles will increase costs by £16k and this will be through existing service budgets.
- There is no increased budget requirement for the PRI role, the proposals in the report are aligning the existing spot salary to the Council grading structure. The existing spot salary is contained within the proposed SS1 salary scale.
- The proposed additional payment of £20k to the Deputy City Treasurer will be funded from savings set aside in senior management pay from the reduction in Deputy Chief Executive posts.
- The total cost of the two new posts including oncosts and market supplement will be £184k and is accounted for in the separate Strategic Development report. It is proposed that the costs will be funded through the recharging of fees for support provided to capital projects. Each capital project includes provision for associated costs and an increased in house capacity should reduce the need to utilise more expensive external legal support and reduce the overall costs of projects.

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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 on the previous page.

Personnel Committee 29 January 2019: Senior Management Capacity Review

Personnel Committee Report of 12 December 2016 - Market Rate Policy

1.0 Background

- 1.1 This report sets out proposals to realign senior capacity in the Corporate Core following the restructure of the Strategic Management Team as the per the 29 January 2019 report.
- 1.2 The Corporate Core Business Plan also provides important context including the growing volume and complexity of work within Revenues and Benefits linked in part to the Welfare Reform Agenda and for data governance where the Council has a significant amount of work to do to maximise the use of its available data. Following the redesignation and regrade of the role of Head of Revenue and Benefits, Shared Service Centre and Customer Contact Services to Director of Customer Services and Transactions at Personnel Committee on 21 March 2018 and her subsequent appointment to the role last month, job evaluation was undertaken with her direct reports and these were reviewed in line with industry standards and comparable across the organisation with other SS1 grades.
- 1.3 The Strategic Development Plan and Capital Programme set out the planned investments in the City which necessitates increased commercial legal expertise as set out in a separate report regarding growth in Strategic Development. The Council is seeking to provide this internally for greater control and rather than increasing the reliance on external legal firms.

2.0 Deputy City Treasurer

- 2.1 In order to provide the City Treasurer with the capacity to take on the broader role of Deputy Chief Executive, it was agreed that the Deputy City Treasurer assume a greater responsibility for delivery of the processes and functions that give assurance to the Section 151 Officer regarding financial processes and probity. Whilst the Deputy Chief Executive and City Treasurer will retain the overall accountability ensuring lawfulness and financial prudence of decision making and administration of the financial affairs the enactment of the delegations that go with this including in the areas of expenditure approvals, pensions decisions and appeals will now be with the Deputy. Therefore, the Deputy City Treasurer is being asked to cover a range of these specific statutory duties through delegation and take the responsibility for making those decisions. This is seen as a significant change to the current role. The S151 needs to have confidence this delegation is appropriately executed and remunerated.
- 2.2 The Deputy City Treasurer is also being asked to take responsibility for the Commercial Governance Service alongside the Procurement function which will directly support the City Treasurer, City Solicitor and Strategic Director for growth. This is a new function which includes the Company Secretary function as well as being established to provide oversight of all commercial transactions. Again this is a significant change to current duties of the post and will necessitate attendance at the Council's Commercial Board to provide expert financial advice in a Deputy Section 151 capacity. This also reduces the number of direct reports to the Deputy Chief Executive by 1.

- 2.3 Additionally, the Deputy City Treasurer will be taking on a stronger leadership role across a number of Corporate Plan priorities. With the Deputy Chief Executive and City Treasurer moving onto the Manchester Local Care Organisation Partnership Board the Deputy will support the Chief Executive with the Manchester Health and Care Commissioning arrangements. As part of the review of board and directorate arrangements she has and will be taking on a greater role in these areas as well as a DMT leadership role for continued delivery of Corporate Core efficiencies.
- 2.4 Whilst the Deputy City Treasurer does not have the full breadth of responsibilities and accountabilities of a SS5 role the above represents a significant increase to current duties which needs to be recognised. The current post holder is very experienced and would be a significant loss to the Council at this time of ongoing change and with continued financial pressures. The post holder is at the top of grade SS4 and therefore does not have access to incremental progression so it is on this basis that the Council is minded to make an additional retention payment to the Deputy City Treasurer to the value of £20k per annum, with a review period at eighteen months which is consistent with the standard arrangements for Market Rate Supplement payments. This will allow us to retain the Deputy City Treasurer in this business critical role given that similar roles are being advertised locally at up to £131,000. As this salary package is in excess of £100K this is required to go to Council for approval.

3.0 Corporate Assessments Manager and Corporate Revenues Manager - (Revenue & Benefits)

- 3.1 Significant changes within these areas have taken place over the last few years with for example the implementation of Universal Credit and changes to business rates policy. Additional support is also required for the development of the innovative housing funding models, maximising the Council's resources to tackle homelessness, measures to review the impact of welfare provision and a focus on raising and protecting family incomes as part of the Family Poverty Strategy. The portfolio of the Director of Customer Services and Transactions has also increased over this period and prior to the changes recommended in this report, there was only one special graded post within the establishment of 551fte. This has proved to be insufficient for the breadth of responsibility now held.
- 3.2 The original job evaluations for the Corporate Assessments Manager and Corporate Revenues Manager were undertaken in 2014. Since then there have been significant changes to policy and legislation which have progressively impacted on the activity undertaken. The roles provide leadership and accountability for all elements of the Council's consolidated financial assessments services (including for housing benefit and adult social care charges), council tax, business rates, housing benefit overpayments and adult social care debt recovery, and act as subject matter experts for the organisation. Both roles are responsible for policy development in their respective areas including how policies need to respond and be updated with the introduction of Universal Credit. This includes assessing how the impact

of the welfare reform changes can be identified and addressed across services including homelessness, housing and social care. The move to business rates retention and increasingly complex system of reliefs alongside the new Check, Challenge and Appeal process has significantly increased the complexity in this area.

- 3.3 The roles are now more externally facing. Duties include close work with the Deputy Chief Executive and City Treasurer and Executive Member for Finance to provide advice and policy review and act as spokespersons for their respective areas of responsibility at committee level. Due to the size of Manchester the Council's view and position is often sought by the Ministry of Housing, Communities and Local Government, and HM Revenue and Customs amongst others. The Technical Lead (Revenue and Benefits) works with a range of partner organisations to minimise the impact of financial hardship due to policy changes, work which has an impact for broader council services. Equally the role works to maximise income for the organisation and monitor the effective use and responsible behaviour of agencies contracted to undertake this work.

- 3.4 The main areas of responsibility are outlined below:

Corporate Assessments Manager

- Responsibility for all of Council's benefits service and all other financial assessments including welfare provision and Adult Social Care payments (housing benefit 244m paid out 2017/8).
- Senior strategic lead and subject matter specialist for housing benefits, role ensures statutory and legislative compliance across the range of services as well as development and adaptation of services and schemes due to legislative changes e.g. Universal Credit.
- Responsible for the Department of Work and Pensions audit of benefits and council tax services and performance on an annual basis.
- Leading on proposals to redesign the Council Tax Support Scheme for 2019/20 in response to the roll out of Universal Credit across Manchester. Draft scheme presented to Treasurer and Executive Member for approval.
- Role within activity to reduce homelessness with roll out of housing benefit advice to relevant partner organisations.

Corporate Revenues Manager

- Responsible for the strategic leadership of the revenues function including collection of Council Tax (£160m), Business Rates (£340m), Housing Benefit Overpayments (£3m), Adult Social Care Debt Recovery (£9m). This represents 80% of the council's total revenue income.
- Devises long term collection and recovery strategies, working with the Department of Work and Pensions (with Chief Officer and member approval).

- Subject matter specialist ensuring statutory and legislative compliance across the range of services with responsibility for recommending and implementing agreed approaches to change.
- Responsible for the tendering and management of contracts with Enforcement Agent companies, Credit Reference Agencies, Insolvency solicitors and companies that work to identify empty domestic properties and those liable for outstanding business rates.

3.5 The level of knowledge, partnership working and cross-organisational working at both regional and national levels, development of policy, and provision of independent advice at the Executive Member level, mean that these roles are now comparable with others at Band SS1 level across the organisation.

4.0 Data and Intelligence Specialist - Performance Research & Intelligence

4.1 This is an existing role which was previously on a spot salary (£65,000), the role was vacant at the time Senior Job Evaluation was rolled out. Whilst the role has not been filled for sometime, an employee has been in receipt of an honorarium to fulfil the requirements of the role. The requirements of the role been subject to full job evaluation under the LGA senior job evaluation scheme and is confirmed as grade SS1 (£60,857 – £65,865).

4.2 This specialist role has a technical focus on improving the use of data analytics and statistical modelling in order to strengthen the evidence base and improve service planning. The role will also lead on promoting learning and development within the team, with a focus on data management and the production of high quality reporting.

4.3 The role holder provides advice to support the Council about the use of data and intelligence, for example, through the development of integrated evaluation products within health and social care, the production of information packs to support neighbourhood teams with new ways of working and bespoke analysis to contribute to wider public sector reform projects.

4.4 The duties as described are currently being carried out via temporary arrangements within the service and it is the intention to fill the post via normal m people principles.

5.0 Commercial Lawyers

5.1 The City Solicitor and her senior team are reviewing the current staffing arrangements associated with the Commercial Legal Team so that it can support the breadth and depth of legal work that arises from providing a service to the GM Combined Authority, Salford City Council and across the City Council. Within the Council the Commercial Legal Team support not only the Growth functionality but also the legal work associated with, for example, Capital Programmes, Business Units and commissioning of Council services from third parties.

5.2 In respect of supporting the Growth functionality and having sufficient skilled

in-house legal expertise to manage the legal work associated with key project developments the current proposals focus on the creation of two new Grade 12 posts. Given the challenges of securing the necessary expertise and experience needed to fill these posts it is the City Solicitor's view that there will need to be a Market Supplement applied to these posts and that supplement should be geared at market rates associated with the competitive Manchester market for such talent.

- 5.3 In terms of financing these new posts the City Solicitor and the City Treasurer have discussed the opportunity to capitalise a proportion of staff time across the relevant parts of the Commercial Legal Team.
- 5.4 It is acknowledged that the market value for Commercial Lawyer posts are above Job Evaluated salary for these posts and therefore a pay supplement is likely to be required to appoint. In order to determine if there is a market rate Issue, market research was undertaken via a benchmarking exercise looking At roles with similar responsibilities and accountabilities (on private and public sector basis). This inclusion of private sector comparisons acknowledges the need to attract the best candidates by offering a competitive salary across the labour market. A senior Commercial Lawyer with experience in high-value / complex contracts (commercial, procurement, real estate, construction), salaries in the North West would typically fall in the £65k - £75k bracket.
- 5.5 Additional advice was sought from partners within the Council's Executive Recruitment Framework. The summary of this benchmarking exercise indicates that the top market rate for this type of role would be £70,000.
- 5.6 Based on the complex nature of legal transactions for high value developments within the city and the requirement for strong commercial and negotiation skills to deliver the Council's ambitions in this area it is recommended that it would be appropriate to pay at the higher end of the scale which would be £54,674 (top of Grade 12) plus a £15,326 market rate supplement (a total remuneration of £70,000) for an initial two year period.

6.0 Conclusion

- 6.1 The recommendations set out in this report flow from previous reports to this Committee on the changes in responsibility and rationalisation of the senior management team. These changes will provide Corporate Services and City Solicitors with the level of leadership and capacity needed to deliver the significant agenda for both the Directorate and the Council

7.0 Comments from Director of HROD

The proposed changes as set out in this report are in line with the Council's Pay Policy and Market Rates Supplement Policy. Job evaluation has been carried out as required in line with the Council's adopted Job Evaluation Scheme for senior posts and appropriate benchmarking has been undertaken as required.

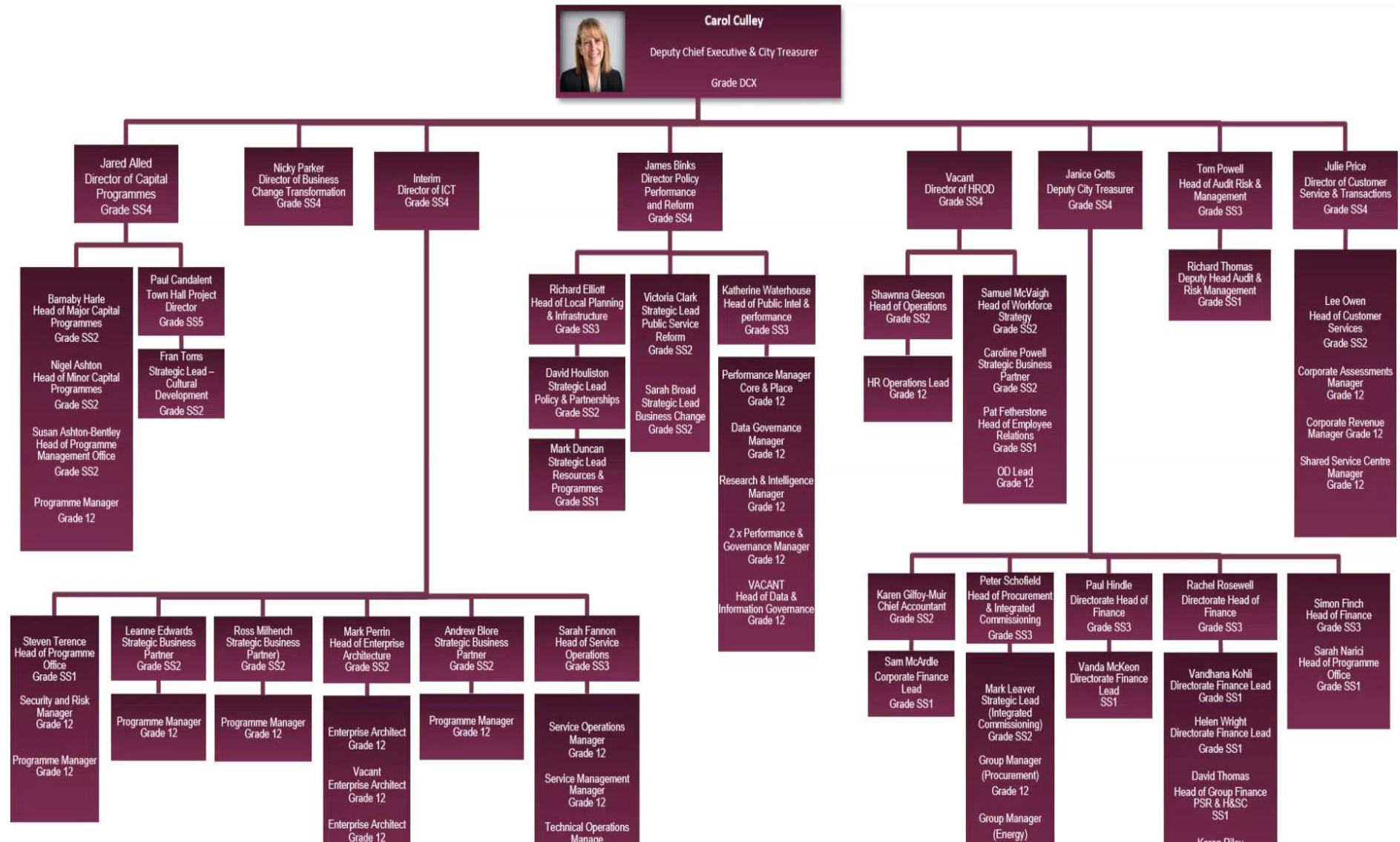
The changes provide capacity to the Deputy Chief Executive through changed delegations and a reduction in the number of direct reports. They recognise the increased demand for commercial legal advice and address a legacy issue in PRI.

8.0 Comments from Trade Unions

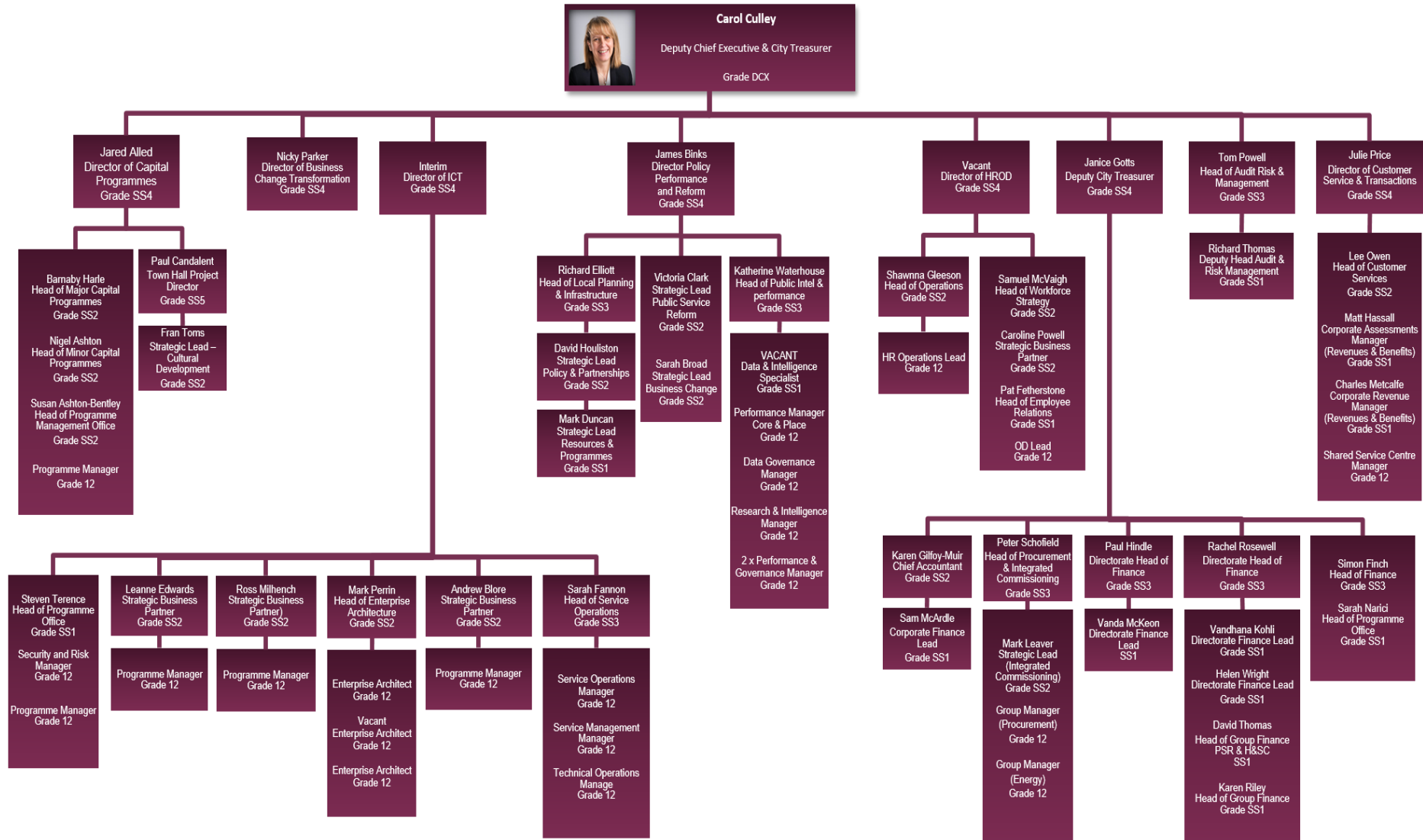
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Manchester City Council Report for Resolution

Report to: Personnel Committee – 26 June 2019

Subject: Strategic Development - Senior Management Capacity

Report of: Chief Executive

Summary

Following the report to the Committee in January 2019 regarding Strategic Management Team arrangements, this paper sets out proposals to build senior capacity within the Strategic Development Directorate. This will also provide the senior leadership and management capacity to support extra technical capacity being provided to address the ambitious growth agenda for the City.

Recommendations

Personnel Committee is requested to:

1. Approve the change of name of the Directorate from 'Strategic Development' to 'Growth and Development';
 2. Recommend that the Council approves the regrade of the Director of Planning, Building Control and Licensing at Senior Grade SS4 (£95,953 - £105,940).
 3. Approve the redesignation of the role of Planning Development and Special Projects Manager to Deputy Director of Planning within the existing Senior Grade SS2 (£68,526 - £74,175);
 4. Approve the creation of a new role of Deputy Director of Planning within Senior Grade SS2 (£68,526 - £74,175);
 5. Approve the redesignation and regrade of the role of Head of Housing SS2 (£68,526 - £74,175) to Head of Housing Services within Senior Grade SS3 (£78,715 - £87,217);
 6. Approve the regrade of the current post of Housing Strategy and Partnerships Manager from Grade 12 to SS1 (60,857 - £65,865) to reflect increased responsibilities.
 7. The funding for the establishment of two Commercial Lawyer roles in the Corporate Core at Grade 12 with market rates supplements of £15,326 each giving a total remuneration of £70,000 for each role.
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Wards Affected: All

Financial Implications:

Revenue

As part of the 2019/20 budget setting specific reference was made to the additional capacity requirements within Strategic Development, and the use of reserves was identified and agreed in order to fund the additional capacity, further detail is provided below.

Overall the proposed staff changes within this report will require funding of £30k, at the top of grade and including all employer on costs. The increased costs are made up as follows:-

Planning

The proposed planning changes result in increased costs of £119k, and these will be funded by the additional ring fenced planning income that arises from the 20% increase to planning application fees that was agreed by Government, on the condition that authorities use the increased income to re invest into the planning service.

Housing & Residential Growth

The changes to the housing structure increases costs by £31k and it is proposed that this increase is funded through drawing down from the Regeneration reserve. As part of the budget process a provisional £1.2m annual draw down from the Regeneration Reserve was approved.

City Solicitors

The establishment of two new commercial lawyer roles in the Corporate Core will cost £179k. This will provide much needed capacity to support the continued growth across the City, it is proposed that the cost of the increased capacity will be funded through recharging fees to capital schemes, this will be based on time sheet information. The rate for charging will recover the salary costs and appropriate overheads, and will benchmarked against commercial rates to ensure it provides value for money.

Although it is likely there will be an ongoing need for external expertise within this field, the creation of these posts will reduce the reliance on external legal support.

Capital

The costs of the additional City Solicitor capacity will be charged against capital schemes based on the actual time worked on each project, and this will need to be considered as part of the initial capital approvals process.

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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.

- Personnel Committee 29 January 2019: Senior Management Capacity Review
- Report of the Executive Member for Housing and Regeneration to Executive on 12 December 2018: Delivering the Council's Affordable Housing Strategy

1.0 Introduction

- 1.1 The Strategic Development Directorate seeks to drive effective place making and facilitate the economic growth of the city by creating the necessary conditions needed to promote commercial, residential, retail and leisure related development in the city, stimulating the development of new jobs and new homes along with strengthening the City Council's tax base and budget position. With regard to the City Council's housing assets the Directorate, through its Strategic Housing function, manages the Council's Housing Revenue Account, key relationships with Registered Providers and supports the corporate priority of tackling Homelessness.
- 1.2 In July 2018, a report was presented to the Personnel Committee approving the transfer of Planning, Licensing and Building Control along with Work & Skills and Manchester Adult Education Services (MAES) into the Directorate.
- 1.3 The Directorate has sought to ensure that all Manchester residents benefit from this growth by providing good quality training and job creation and developing effective pathways for residents into these jobs. The Directorate also has responsibility for the management of the City Council's investment estate along with the land and property assets to promote both growth and to support the Council's budget. In addition to managing these assets the Directorate has responsibility for the management of the City Council's operational estates.
- 1.4 The priorities for 2019/20 and beyond include promoting and enabling:
 - Growth that Benefits Everyone: Facilitating the Economic Growth of the City;
 - Growth that Benefits Everyone: Pathways to Good Quality Job Creation for Residents;
 - The right mix of good quality and affordable housing;
 - Children to have the best possible start in life through, for example, supporting the implementation of the Council's Family Poverty Strategy;
 - Healthy Cared For People through, for example, utilising the Council's operational estate to deliver integrated neighbourhood health and social care services; and
 - A future proofing of the growth of the city – securing the necessary critical infrastructure.
- 1.5 The Our Manchester Strategy sets out an objective of a "World Class Infrastructure and Connectivity to drive growth". It makes it clear that the growth of the city, the resilience of the city, and the ability of our residents to unlock their own potential, relies on its physical infrastructure, its transport systems, energy, water, digital, and blue and green infrastructures. As the National Infrastructure Commission has noted it is also evident that much of the country's (and Manchester's) infrastructure is not keeping pace with population growth, demand and advances in technology.

- 1.6 The challenges placed on the city to ensure that all of the ambitions for new commercial and residential development can be met over the next 20 years will require the City Council to develop strong relationships with a range of private, public and third sector agencies to shape and influence their short, medium and long term investment plans. Such strategic relationships will be central to the delivery of a new Manchester Local Development Plan. Establishing and sustaining such relationships should also enable a range of new investment opportunities to be explored using the city council's land and property asset base as a potential platform for those opportunities.
- 1.7 Since July 2018 the City Council and the Greater Manchester Combined Authority have set out a number of significant proposals to drive forward the growth agenda. For example, the Council's ambitions to repair the housing market for those households on very low and low incomes, demanding a major uplift in the city's affordable housing ambitions, will require significant additional resources to deliver this ambition. Such resourcing will also be required to meet the very significant ambitions for Manchester that were recently published in the Greater Manchester Spatial Framework and the other associated GM Strategies and Action Plans.
- 1.8 It is recognised that with the pace of change, increased volume of work, greater need for enforcement and a significant and continuing growth agenda there will be an increase in the number of staff within the Directorate. This in turn supports the need for a review of management and leadership capacity as set out in this report.

2.0 Change of Directorate Name to Growth and Development

- 2.1 As a result of the addition of the Planning, Licensing and Building Control and the Work and Skills Services into the Directorate, the widening of the remit of the Directorate has clearly shifted away from just having a development related focus. To reflect the broader remit of the Directorate it is proposed to rename the Directorate "Growth and Development".

3.0 Senior Management Changes

Planning, Building Control & Licensing

- 3.1 An ever-changing environment of national policy documents, regulations, and legal considerations is placing additional demands on the Planning Service where the scale of development and the pressures on supporting compliance is significant. At the beginning of 2018 the Government responded to the pressures by allowing Planning Fees to be increased by 20% as long as any increases were ring fenced to support the delivery of the Planning Service.
- 3.2 The Head of Planning, Building Control & Licensing leads a service that plays a central role in delivering the Council's growth agenda leading a service that promotes positive planning outcomes for the city and helps to de-risk investment decisions into the city. The leadership of this service is critical to the future growth ambitions for the city. Within that context there is no obvious

succession arrangements for both the Head of Planning, Building Control & Licensing and the Special Project and Development Manager roles – the only Special Graded roles in the service.

- 3.3 In light of the above it is proposed to re-designate the Head of Planning, Building Control, & Licensing (currently SS3) as the Director of Planning, Building Control, & Licensing with a proposed grade of SS4. In addition to retaining the significant number of Statutory General Functions and Non-Executive Functions which the existing SS3 role discharges on behalf of the City Council, the new role will support the Strategic Director in taking responsibility for a range of corporate policy agendas the most important of which in the short term will be taking forward the leadership of the Council's climate change agendas.
- 3.4 Two Strategic Lead roles are proposed with a view to developing a robust succession strategy. The existing role of Planning Development and Special Projects Manager (SS2 Special Grade) has necessarily evolved to support the strategic work of the planning service in securing new development, strengthening the platform for attracting investment to deliver economic growth and the aims of the residential growth strategy. The proposal is to re-designate this role to Deputy Director of Planning within the existing salary range (SS2) in recognition of the work being undertaken.
- 3.5 A second Deputy Director of Planning role on the same grade (SS2) is also proposed. This is to provide additional leadership capacity to support the Director with responsibility for the Area Planning Teams, Planning Compliance and Technical Support. The complexity of development management has increased and the need to drive out risk in the process is essential.

Housing and Residential Growth

- 3.6 In December 2018 Executive endorsed a report on Delivering Manchester's Affordable Housing Strategy. This report proposed an increased residential growth target of 32,000 new homes from April 2015 to March 2025, together with a revised target of a minimum of 6,400 affordable homes. It also set out a number of policy ideas to contribute to deepening and broadening the delivery of Affordable Housing in the city. The scale of ambition - and with it the associated workload for the Council - was acknowledged by Members in endorsing the proposals. A further Report to Executive in July 2019 will set out more details on the delivery of the Affordable Homes programme to March 2025.
- 3.7 As a result of the need to significantly increase the capacity of the Housing and Residential Growth Service the 2019/20 Budget process approved a provisional £1.2m annual draw down from the Regeneration Reserve to provide additional capacity within the Directorate to drive forward the delivery of the residential growth and in particular the Affordable Housing agenda. A review of the various projects and plans has identified that an additional 12 posts at ranging from Grade 6 to Grade 12 will be added to the establishment of the Housing & Residential Growth Services to develop provision of

Affordable housing, Supported Housing, Homeless Accommodation and drive the implementation of plans for the Zero Carbon, Northern Gateway, Eastern Gateway, and work with Matrix Homes.

- 3.8 The recommendation is to redesignate and regrade the existing Head of Housing (SS2) to Head of Housing Services (SS3) to take a strengthened overall lead on affordable housing delivery. This redesignation also recognises a significantly increased responsibility around the homelessness agenda along with Supported Housing and the Private Rented Strategy, fire remediation and delivering the Council's Zero Carbon ambition.
- 3.9 The current Housing Strategy and Partnerships Manager will provide capacity for the affordable housing programme which will be submitted to the Executive in July. The post holder will take responsibility for the development and delivery of key strategies and policies to achieve Affordable Housing aims. In supporting the new Director of Homelessness this officer will have greater responsibilities in the planning and provision of safe and appropriate Homeless Accommodation. In addition the post holder will lead on the strategy for zero carbon housing for the council and across the city. This will require significant work with a broad range of stakeholders including residents, Members, other Council services and the private sector. As a result it is recommended that the post be regraded to SS1.

4.0 City Solicitor: Commercial Legal Support

- 4.1 The City Solicitor and her senior team are reviewing the current staffing arrangements associated with the Commercial Legal Team so that it can support the breadth and depth of legal work that arises from providing a service to the GM Combined Authority, Salford City Council and across the City Council. Within the Council, the Commercial Legal Team support the Growth functionality along with the legal work associated with, for example, Capital Programmes, Business Units and commissioning of Council services from third parties.
- 4.2 In respect of supporting the Growth functionality and having sufficient skilled in house legal expertise to manage the legal work associated with key project developments the current proposals focus on the creation of two new Grade 12 roles. Given the challenges of securing the necessary expertise and experience needed to fill these roles it is the City Solicitor's view that there will need to be a Market Supplement applied to these roles and the supplement should be geared at market rates associated with the competitive Manchester market for such talent.

5.0 Comments from Director of HROD

- 5.1 The proposals of this report are in line with the Council's Pay Policy. Job Evaluation has been carried out as required using the Council's Job Evaluation Scheme for Senior roles.

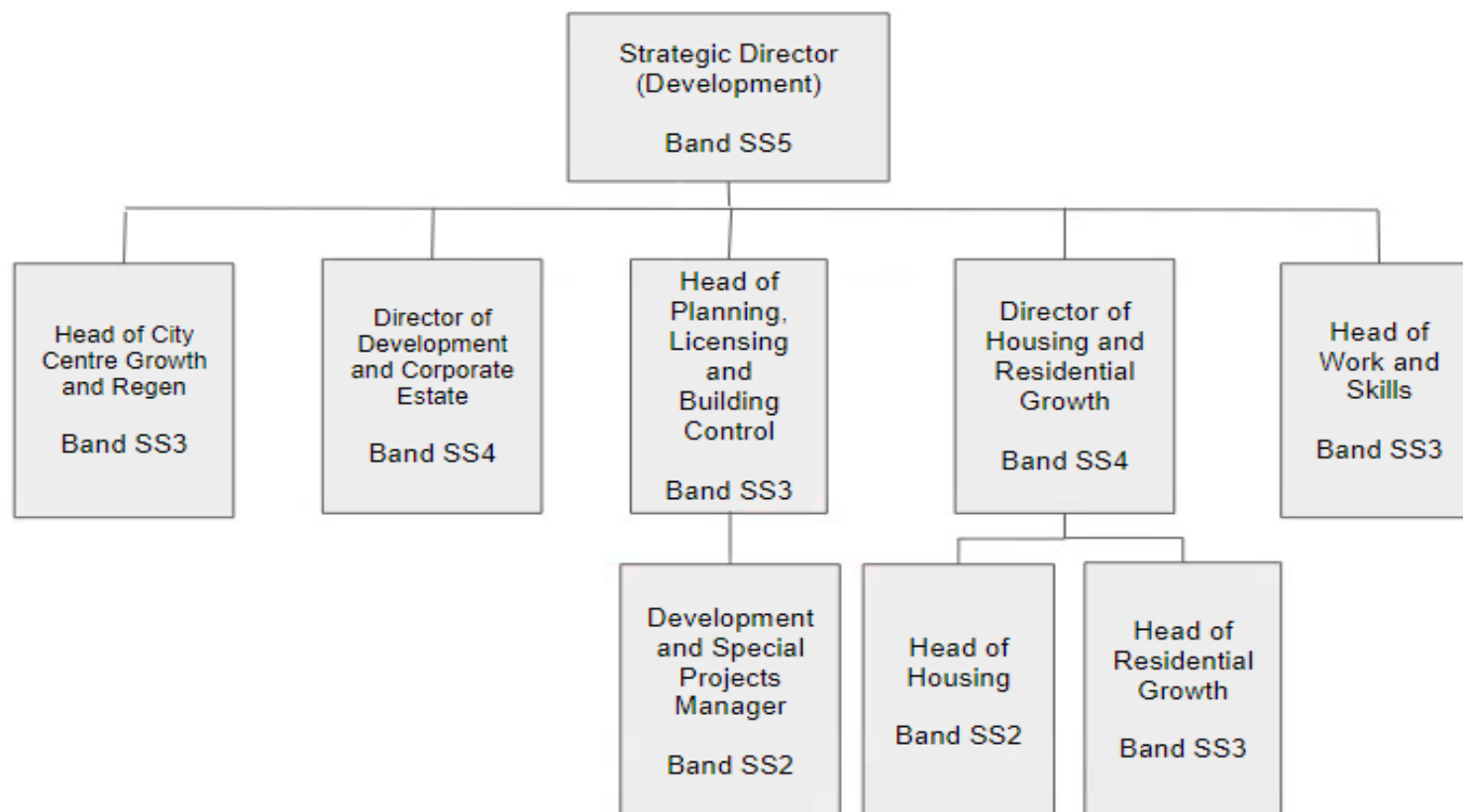
- 5.2 The proposals have taken account of the need to attract, retain and develop specialist staff in a very competitive market and are in line with the council's principles for spans of control and layers of management.
- 5.3 This report highlights the funding arrangements for the creation of two Commercial Lawyers with market supplements, however the establishment of these roles will be in the report regarding the Corporate Core as this is where these roles will sit on the establishment. Benchmarking has been conducted locally in proposing the Market Supplement for these positions.
- 5.4 Account has been taken of the naming protocols for senior posts. It is noted that there are two Deputies identified within Planning reflecting the statutory elements of the proposed Director of Planning, Building Control, & Licensing to which these positions report.

6.0 Comments from Trade Unions

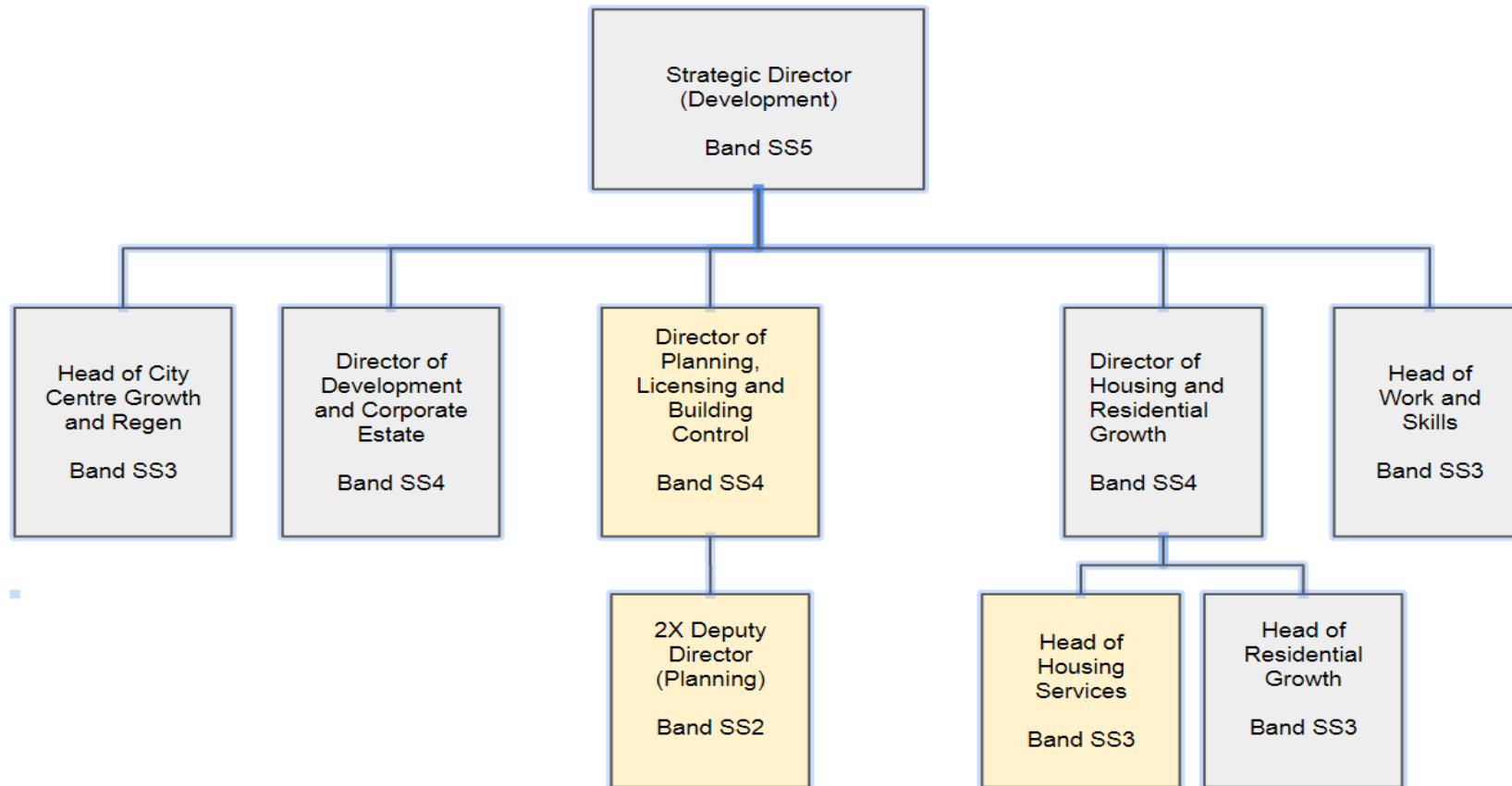
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Structure Chart before and after (top 3 levels only)

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Manchester City Council Report for Resolution

Report to: Personnel Committee – 26 June 2019

Subject: Neighbourhoods Directorate - Senior Management Capacity

Report of: Chief Executive

Summary

Following the report to the Committee in January 2019 regarding Strategic Management Team arrangements, this paper sets out proposals to build senior capacity within the Neighbourhoods Directorate.

Recommendations

Personnel Committee is requested to approve the following recommendations set out by Service as follows:

Citywide Services and Neighbourhood Management teams:

1. The regrade and redesignation of the existing 3 x Strategic Lead role SS2 (£68,526-£74,175) to Head of Service (Compliance and Community Safety), Head of Service, (Parks, Leisure, Youth and Events), and Head of Service, (Libraries, Galleries and Culture) at Grade SS3 (£78,715 - £87,217).
2. Regrade and redesignate the role of Deputy Director of Galleries from Grade 12 to Galleries Operations Manager at grade SS1 (£60,857 – £65,865).
3. Approve the creation of a new role of Head of Neighbourhood Management at Grade SS3 (£78,715 - £87,217). The creation of this role will lead to the deletion of one Strategic Lead, Neighbourhoods Team role at Grade SS2 (£68,526 - £74,175).

The Highways Service:

4. Redesignate the post of Director of Operations (Highways) as Director of Highways within the existing Grade SS4 (£95,953 - £105,940).
5. Redesignate Head of Citywide Highways to Head of Network Management within the existing Grade SS2 (£68,526 - £74,175).
6. Establishment of two new roles; Strategic Lead (Development) at Grade SS2 (£68,526 - £74,175) and Head of Programme Management Office at Grade SS1 (£60,857 – £65,865).
7. Note that the current time limited role of Head of Transformation paid SS2 (£68,526 - £74,175) will be reviewed by September 2019.

Commissioning and Delivery function of the Directorate:

8. To note that the Head of Commissioning and Delivery to assume responsibility for Manchester Contracts Service (Highways) and line management responsibility for the Strategic Lead for Waste, Recycling and Cleansing within the existing Grade SS3 (£78,715 - £87,217).
9. Note the deletion of the role of Senior Facilities Manager Grade SS1 (£60,857 £65,865) and the creation of a new role of Operational Services Manager (Grounds Maintenance, Manchester Contracts & Fleet Management Services) at Grade SS1 (£60,857 – £65,865)

Wards Affected: All

Revenue Implications

Based on the proposed changes there is an initial increase in revenue costs by circa £49k and this will be funded from within existing approved Directorate revenue budgets. Subject to a satisfactory performance assessment the postholders will progress through the grades and the maximum increase if all post holders are at top of the grade is c£102k, and this will need to be considered as part of the budget planning process.

Within the Highways Service the capital programmes team operate on a fee recovery basis, with fees being charged against Capital Projects based on time recorded against each project. The costs of both the Strategic Lead Development and the Head of Programme Management Office will be funded through fee recovery in respect of time spent on Capital Projects. The costs of the two roles is c£176k and these costs will be included in the hourly rate calculation.

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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 on the previous page.

- Personnel Committee 29 January 2019: Senior Management Capacity Review
- Executive Report in 30 May 2018: Future Leisure Arrangements

1.0 Background

- 1.1 The Neighbourhoods Directorate provides services to create and maintain clean, green, safe and vibrant neighbourhoods. With the transfer of Highways into the Directorate last year, it also works to provide the City with good quality roads, reduced congestion and improving air quality.
- 1.2 The delivery model features a combination of Citywide Services that provide the strategic direction and operational management of services delivered across neighbourhoods. This is delivered together with very specialist technical support, and a number of neighbourhood based teams who work with Members and residents to ensure local needs are understood and met via Council and partners' services. Core functions are therefore delivered with an understanding of neighbourhoods, but with citywide strategic oversight to ensure local need is balanced with citywide priorities.
- 1.3 The Neighbourhoods Service and delivery model was established in 2015 following a detailed service redesign placing neighbourhoods and their residents at the heart of services. Three neighbourhood teams work directly with Members to understand strategic and local priorities on a footprint aligned with wards. These teams provide the link to other services in support of priorities
 - Commissioning and Delivery
 - Compliance and Community Safety
 - Libraries, Galleries and Culture

Further coordination brings together partners in the Police, Health and Housing and Fire and Rescue to deliver the best outcomes within the available resources.

- 1.4 To deliver the priorities for the Directorate effectively, a number of changes are proposed to refocus senior capacity within the Directorate following the recent changes at a senior level in the Council and recognising the reduction of other senior roles in this directorate over the last 9 months.
- 1.5 The Directorate has also received increased funding for enforcement and compliance to deliver Council objectives and support the growth agenda. This means there is a need for appropriate and focussed senior management which these proposals will support.

2.0 Senior Management Changes

- 2.1 With the departure of the former Deputy Chief Executive, the Council took the decision that there should be a focused role of Strategic Director (Neighbourhoods). This was created and appointed internally with the deletion of the Chief Operating Officer, Neighbourhoods (SS4), effectively combining two roles into one.

- 2.2 In addition, following the departure of the Strategic Director Highways, Transport and Engineering in September 2018, the service Director of Operations (SS4) assumed full operational responsibility for the service, reporting to Strategic Director, Neighbourhoods (SS5).
- 2.3 The role of Director of Trading Services Role was deleted in July 2018 and the majority of responsibilities were delegated to Head of Commissioning and Delivery (SS3) within the existing grade.
- 2.4 One of the impacts of these changes was the new role of Strategic Director of Neighbourhoods inherited 10 direct reports as well as the strategic leadership for the directorate. This is not a sustainable position going forward given the change in structure and scale of the Directorate's responsibilities. The proposals in this report will reduce the number of direct reports to 6 senior managers allowing for focus and accountability.
- 2.5 It is not intended to replace the role previously undertaken by the COO. Recognising the skills of the existing strategic leads the intention is to utilise skills and capability to support the Strategic Director, maintaining a flat reporting structure and enabling the existing strategic leads to take a stronger leadership role a number of structural proposals are recommended in the following sections. This also provides opportunities to develop talent within the Council in line with the People Strategy. Appendix 1 shows 'current' and 'proposed' top level structure charts.

3.0 Proposals for Compliance and Community Safety

- 3.1 It is recommended that the current role of Strategic Lead (Compliance and Community Safety) is re-graded to Grade SS3 with responsibility for fulfilling the Council's statutory duties in respect of protecting the public and the environment. The role has a broad remit covering all areas of compliance and enforcement as well as community safety and civil contingencies. These services incorporate environmental health (food, health and safety and airport), environmental protection, trading standards, private sector housing, houses in multiple occupation, licensing (including out of hours), neighbourhood management (compliance), environmental crimes, neighbourhood projects and compliance support. Further the role will be redesignated as Head of Service reflecting Council naming protocols.
- 3.2 The postholder will regularly contribute to national discussion on emerging issues eg legislation around Shisha bars, areas to consider re Private Sector Housing, BREXIT and implications for ports and trading standards etc. They require significant knowledge across a range of legislative areas including licensing, Housing, Environment, Trading standards and Anti Social Behaviour.
- 3.3 The change in grade also acknowledges the postholder being responsible for ensuring the Council acts within legislative framework, advising political members on development of appropriate policies and ensuring these are delivered by suitably trained and experienced staff. For the future this role will

additionally work with the Exec member for Housing and Regeneration and the Director of Housing to develop a new strategy for the Private Rented Housing Sector and will lead the councils civil contingencies and resilience work and will chair the Councils resilience forum.

- 3.4 The role is accountable for the effectiveness of the community safety service which includes anti-social behaviour, Prevent and Countering Extremism as well as the development and delivery of the strategy for domestic violence and abuse and ensures all statutory responsibilities are met in these areas.

4.0 Proposals for Parks, Leisure and Events

- 4.1 It is recommended that the current role of Strategic Lead (Parks, Leisure and Events) is regraded to Grade SS3 and redesignated as Head of Service in line with naming protocols. This is to take into account the increased strategic role of the roleholder for the following responsibilities:
- Youth – Following the decision to move Youth strategy and commissioning into the Neighbourhoods directorate this role will take responsibility for the co-ordination and delivery of the Council's Statutory Youth Offer. Further detail on this is provided below.
 - Manchester Active – Accountable officer for the company on behalf of the Board of Directors and responsible for the delivery of the strategies for both sport and physical activity.
 - Manchester Institute Health and Performance – the postholder has now replaced the former Chief Executive's role as the Director for the Company to ensure that the company is governed appropriately, is effective and accountable.
 - National Football Museum – the postholder will replace the former Deputy's Chief Executive's role as the Director for the Company to ensure that the company is governed appropriately, is effective and accountable.
 - Ethihad Campus Management Company – Replaced the former CEO of New East Manchester as the Director for the Company
 - In addition, the postholder will act as the Senior Responsible Officer for major capital projects in this area
- 4.2 Responsibility for the Youth Team transferred to the postholder in April 2019, acknowledging more could be done to strengthen and go beyond the Statutory Youth Duty. A key factor in this is how the Council is able to respond and coordinate a sufficient universal youth offer in each neighbourhood, delivered by a wide range of providers including Voluntary Community Sector (VCS) providers, uniformed and faith organisations, sports and cultural organisations and schools and colleges which is clear and transparent for service users.
- 4.3 It is recognised that the Neighbourhoods Directorate has very strong existing connections to many community based organisations and that it is well placed to embed a stronger youth offer within neighbourhoods and the existing council leisure, library and community facilities across the city. As a

consequence, it is proposed that the team responsible for supporting the delivery of these outcomes is integrated into the Neighbourhoods Directorate.

- 4.4 It is proposed that a refreshed strategy and action plan should be developed for this and that this will be overseen by the City Policy team and supported by the new Head of Service. This work will inform the optimum structural arrangements within the Neighbourhood Directorate taking into account the connections to neighbourhood services and services for children and young people. There are no proposed changes to the management structure in relation to this transfer.

5.0 Proposals for Libraries, Galleries and Culture

- 5.1 It is recommended that the current role of Strategic Lead (Libraries, Galleries and Culture) is re-graded to Grade SS3 and redesignated Head of Service. This is to take into account the increased strategic role within the City and across partners as described in the following sections.
- 5.2 Libraries, Galleries and Culture brings together high quality universal services which underpin learning, engagement and support growth, including management of the citywide Libraries, Information and Archives Services; Galleries and the universal culture offer delivered at a neighbourhood level; access to and activation of services through partnership working and engagement.
- 5.3 The Head of Service will develop and lead on the strategic development and joint investment strategies for Library, Information and Archives in Manchester working with key local, regional and national partners, and manages the Greater Manchester County Records Office on behalf of GMCA and the 10 LAs.
- 5.4 A key element of the role is responsibility for developing the cultural offer delivered in neighbourhoods for the Directorate as part of the widening access and participation agenda. The creation of libraries as creative spaces and encouraging them to be used as venues by city centre cultural organisations e.g. Royal Exchange, Manchester Museum, and co-curated programmes with Manchester Art Gallery.
- 5.5 The role also coordinates MCC Cultural strategy and initiatives leading the matrix management of the Council's Culture Team whilst supporting the Director of Culture to understand the strategic direction to enable wider engagement across the cultural sector. The roleholder oversees the Council's £4.9million portfolio of Strategic Cultural Investments and Grants and the wider context of MCC funding for cultural organisations and venues.
- 5.6 The Strategic Lead also works closely with partners providing support to the Director and Deputy Director of Manchester Art Gallery with a particular focus on Manchester City Council's interests in the Manchester Museum Partnership (an ACE funded National Portfolio Organisation) which covers Manchester Art Gallery, Manchester Museum and Whitworth Gallery.

- 5.7 The Visitor Information Centre is relocating to Manchester Central Library and responsibility for the delivery of the service will become part of the Library Service.
- 5.8 The Head of Service will also be accountable for the delivery of UK Visa and Immigration services to be delivered from Manchester Central Library. Libraries are increasingly becoming the front facing support role for residents requiring digital assistance for a range of public sector services.
- 5.9 The Head of Service is also responsible for the 'Unlocking Our Sound Heritage' programme which is an ambitious partnership project led up by the British Library and supported by the National Lottery Heritage Fund to address the threat facing the UK's sound heritage. Sounds - for example radio, oral history and music - held on physical formats risk being lost as the carriers degrade over time and the equipment to play them is no longer produced. The project aims to transform access to and preserve the nation's sound heritage, to create sustainable centres of excellence in digital audio preservation and to involve new audiences in engaging with their audio heritage in innovative ways.
- 5.10 In order to support the Strategic Lead role, it is recommended that the Deputy Director of Galleries is redesignated and regraded to Galleries Operations Manager at Grade SS1. To aid the Director of Manchester Art Gallery and Whitworth Gallery it is proposed that the role of Galleries Operations Manager will take on the additional tasks related to the management of the operations of the City Gallery and the Whitworth; taking the lead on the execution and delivery of the business plan which includes all commercial agreements as well as other corporate priorities including those of the Manchester Museums Partnership.
- 5.11 The Director of Manchester Art Gallery and Whitworth Gallery (employed by Manchester University) is a joint appointment holding a dual Directorship role reflecting the unique partnership over the last eight years between The University of Manchester and Manchester City Council. The Director is responsible for the Artistic Direction and international promotion of the Gallery and it was agreed upon appointment of the new joint Director, that the role would not take on the operational responsibility of the gallery which includes oversight of the collections focussing his time on the development of both the galleries in the city.

6.0 Proposals for Neighbourhood Management Team

- 6.1 In order to support the Strategic Director of Neighbourhoods in the development of the Neighbourhood model and reduce the number of direct reports, it is proposed that one of the existing 4 SS2 roles in this area is regraded and redesignated to Head of Neighbourhood Management at Grade SS3 with the 3 remaining SS2 roles reporting to the Head of role. This role will take responsibility for the neighbourhood teams, ward coordination and oversight of the Neighbourhood Investment funds and will have line management responsibility for the neighbourhood leads and the strategic lead

for neighbourhoods working on the development of Bringing Services Together for People in Places programme.

- 6.2 It is envisaged that this role will be responsible for further developing and embedding the neighbourhoods model working directly with Executive and local members to ensure that the approach to ward and neighbourhood coordination is developed and that the Bringing Services Together (BST) programme is fully embedded into the neighbourhood services. This will be ring fenced to the existing four SS2 Strategic Leads, Neighbourhood Teams.

7.0 Proposals for Highways Service

- 7.1 In September 2018 a Highways Improvement Board was established to provide additional support to the Highways management team through their improvement journey. Since then, significant progress has been made across a number of work streams to agree the vision for the service, develop and embed greater governance and programme management capacity, to address immediate resourcing issues whilst at the same time progressing the development of a new permanent structure.
- 7.2 The vision for the service is to manage, maintain and improve the highway and public spaces network for the current and future needs of our residents. This vision is aligned to the relevant elements of the Our Manchester Strategy and the Corporate Plan about improving connections and neighbourhoods:
- 7.3 In order to both deliver the programme of work required of the service whilst developing the current and new workforce, both in terms of delivery and developing the workforce, the capacity of the senior team has been reviewed.
- 7.4 To acknowledge the duties taken on by the Director of Operations (Highways) following the deletion of the role of Director of Highways (SS5), it is proposed that the current posholder's title is changed to Director of Highways at the existing Grade SS4.
- 7.5 It is proposed to redesignate the role of Head of Citywide Highways to Head of Network Management to recognise the broader remit of the role, within the existing Grade SS2 (£68,526 - £74,175).
- 7.6 A new role, Strategic Lead (Development) is to be established at Grade SS2 with responsibility for developing a 5 – 10 year strategic pipeline of projects in line with the Transport 2040 Strategy. The post holder will also be responsible for developing the investment plan (in partnership with finance) to enable the delivery of the pipeline and play a critical role in developing the relationships beyond the Council e.g. TFGM, Highways England, Northern Powerhouse and GMCA to create a strategic development plan of all development across the City.
- 7.7 A new role, Head of Project Management Office (PMO) is established as Grade SS1 to further develop and embed a programme office function. The post holder will be responsible for establishing the function, process, collateral,

tools and ways of working needed for a successful PMO and setting up and managing a team. The PMO will be responsible for managing portfolio, programme and project information and reporting, financial monitoring and reporting, contract monitoring and reporting, resource planning, CDM and health and safety, quality and assurance, change control and servicing and managing the governance arrangements for the service.

- 7.8 The role of Head of Transformation (Highways) was established in April 2017 for a 2 year time limited period in recognition of the scale of the transformation and improvement required. This work is now reaching a conclusion; therefore the role will be reviewed before September 2019.

8.0 Proposals for Commissioning and Delivery

- 8.1 As part of the work of the Highways Improvement Board, Manchester Contracts has been under review since September 2018. An interim management arrangement was established whereby the current Citywide Support Lead, Grounds Maintenance in the Neighbourhoods Service (G12) assumed operational responsibility for the team, reporting into the Head of Commissioning & Delivery.
- 8.2 It is recommended that these interim arrangements are now made permanent and the team is aligned with Grounds Maintenance not least due to the synergies between the operational workforce in these two areas which will benefit from a consistent approach. In addition and as part of the realignment of services within the Commissioning and Delivery function, Fleet Services will be aligned with Manchester Contracts and Grounds Maintenance.
- 8.3 The above changes will result in the establishment of a role, Operational Services Specialist at Grade SS1.
- 8.4 It is proposed that, in addition to the transfer of Fleet Services to Head of Operational Services, the Specialist Markets function is moved under the management of the Events and Commercial Lead (Grade 12). This realignment will bring together all the elements of the Christmas Offer for the City and enable the strengthening of the community events offer and the maximisation of the commercial opportunities within Events.
- 8.5 The current Senior Facilities Manager (SS1), reporting to the Head of Commissioning and Delivery, currently has responsibility for Fleet, Bereavement, Pest Control and Markets (Specialist, Wholesale and District). The role of Senior Facilities Manager is no longer appropriate and is to be disestablished following the realignment of some of the Commissioning and Delivery functions within the Neighbourhood Services. This reduces the scope of the role through the movement of both the Fleet Services and Specialist Markets functions.
- 8.6 Fleet Services is not a traded service and is to be aligned with the Grounds and Highways maintenance services to which it provides a significant level of support. The scope of Fleet Services will also be reduced following the

transfer of the current administration functions relating to taxi licensing to the Licensing section. The Christmas Offer is currently jointly delivered by the Events and Specialist Markets teams. The delivery of the Christmas Offer will be more closely aligned in future and led by the Events and Commercial Lead.

- 8.7 A new Grade 12 role will be created to focus on the remaining business units, Bereavement, Pest Control and Markets (Retail and Wholesale), which provide both essential services at a neighbourhood level and generate a financial return to support the wider neighbourhoods offer. The role will focus on ensuring the long term sustainability of these services through the continued development of business models which reflect the changing dynamics of local demand and evolution of the neighbourhoods offer.
- 8.8 Finally, the Head of Commissioning and Delivery will continue to take on responsibility for Manchester Contracts Service (Highways) on a permanent basis. Line management responsibility for the Strategic Lead for Waste, Recycling and Street Cleansing will also be transferred to the Head of Commissioning and Delivery post holder within the existing Grade SS3 for the role. The role will be renamed Operations and Commissioning Director.

9.0 Comments from Director of HROD

- 9.1 The proposals of this report are in line with the Council's Pay Policy. Job Evaluation has been carried out as required using the Council's Job Evaluation Scheme for Senior roles and supports the regrades as proposed.
- 9.2 The changes proposed provide capacity to the Strategic Director, Neighbourhoods by reducing the number of direct reports in line with good practice for organisational design in terms of spans of control and levels of management.
- 9.3 The deletion of a SS2 Post is offset by the creation of an SS3 and all existing post holders will be ring fenced to the opportunity so no redundancies are envisaged.
- 9.4 The funding of the proposals is unusual in taking into account establishment cost at top and bottom of grade to provide a time to find base budget savings. This has been considered fully; existing vacancies have been reviewed but can not be deleted at this time due to extra work on compliance. It is felt, after full review, that the shift to new, rebalanced management arrangements warrants this period of grace.

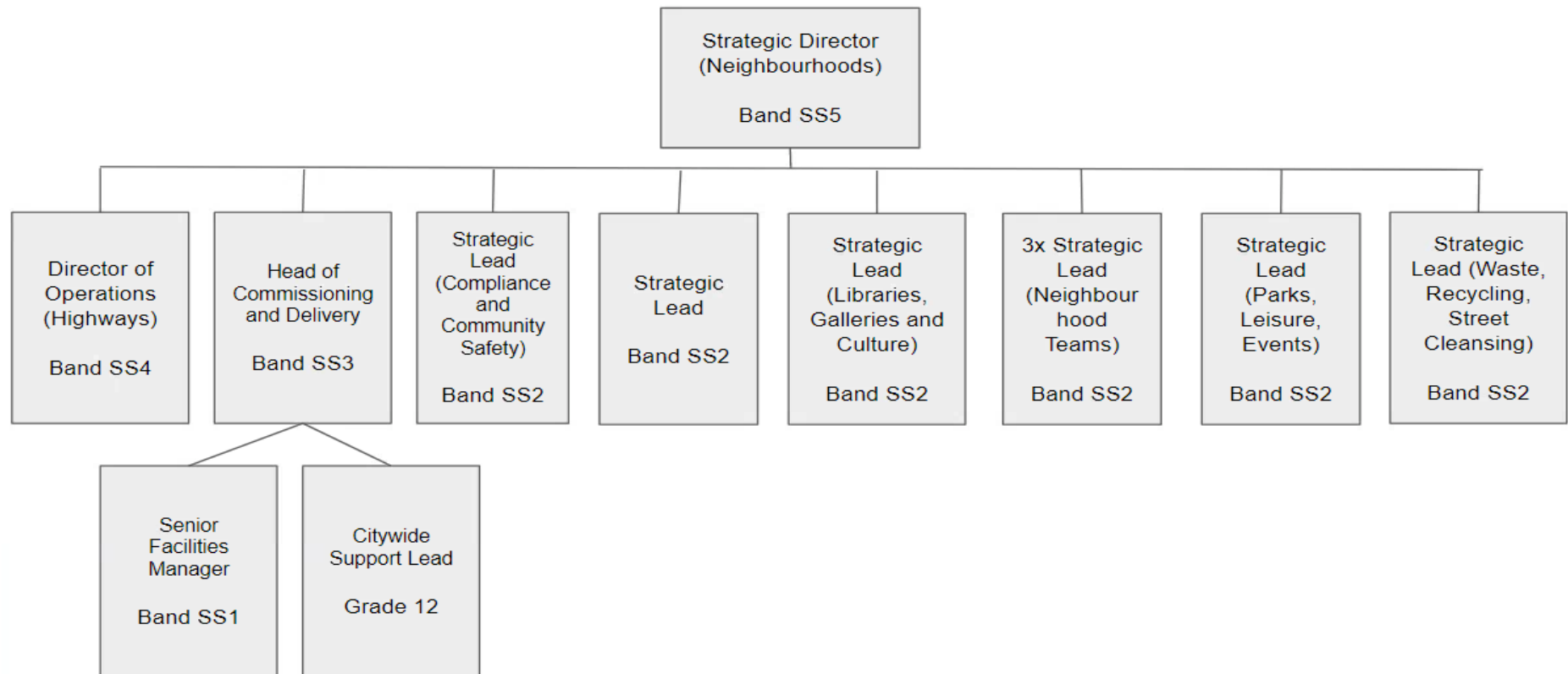
10.0 Comments from Trade Unions

- 10.1 To follow.

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Structure Chart before and after (top 3 layers only)

As is



Proposed

