

Personnel Committee

Minutes of the meeting held on Wednesday, 26 June 2019

Present: Councillor Ollerhead (Chair) – in the Chair

Councillors: Akbar, Bridges, Craig, Leech, N Murphy, Rahman, Richards and Stogia

Apologies: Councillor Sheikh

PE/19/13 Minutes

Decision

To approve the minutes of the meeting held on 13 March 2019 as a correct record.

PE/19/14 Living Wage Accreditation

The Committee considered a report of the City Treasurer (Deputy Chief Executive) which summarised the recent work that had been undertaken to prepare the Council for potential Living Wage accreditation and set out the implications of accreditation in relation to workforce and budgets, procurement and commissioning and communications. The Committee had been invited to recommend to the Council that the Authority applies for accreditation with the Living Wage Foundation.

No Trade Union Comments were submitted for consideration at the meeting. The Committee therefore agreed the recommendation.

Decision

To recommend to Council that the Authority applies for accreditation with the Living Wage Foundation.

PE/19/15 Corporate Core: Senior Management Capacity

In introducing this report and the two that followed, the Chief Executive explained that the changes and proposals in these reports stemmed directly from the decisions made by the Committee in January 2019 (Minute PE/19/02). At that time, when examining the Senior Management Capacity Review, the Committee had noted that further reports were to be brought forward in the coming months setting out both structural changes to assure the arrangements being approved then, and to strengthen succession and development planning for senior leaders. The Chief Executive's introduction explained how the suite of reports before the Committee were, collectively, considered to be the best way to achieve those two objectives.

The Committee therefore considered the first of the reports of the Chief Executive which set out proposals to build senior capacity within the Corporate Core.

It was explained that the proposals had been developed to realign capacity and reflect the growing volume and complexity of work within Revenues and Benefits. That was 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. In addition, 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 a job evaluation exercise had been undertaken the outcome of which stated that the role was comparable with other SS1 grades. across the organisation

A redesignation of the role Head of Data and Information in the Performance, Research and Intelligence (PRI) Service as Data and Intelligence Specialist was also proposed. This was described as specialist role, with 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 Committee was asked to approve 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.

In addition, the application of a market rate supplement of £20,000 was proposed for the Deputy City Treasurer to reflect the additional strategic responsibilities taken on within existing grade and ensure the retention of the current post holder in light of local market forces. This would therefore increase the salary to £125,940.

The Interim Head of HROD informed the Committee that following discussion of the proposals with the Trade Unions, they were broadly satisfied with the proposals.

Decisions

1. To approve the redesignation of the role Head of Data and Information Governance (£65,000) in the Performance, Research and Intelligence (PRI) Service as Data and Intelligence Specialist. The existing pay level is a spot salary up to £65,000 which has not been aligned to the senior management pay and grading structure and it was agreed to bring it in line by designating it as an SS1 post (£60,857 – £65,865).
2. To agree the re-grading and redesignation of two 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. To note the establishment by the Chief Executive of two Commercial Lawyer roles at Grade 12 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. To recommend to Council that a market rate supplement of £20,000 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 had the effect of increasing the salary to £125,940.

PE/19/16 Strategic Development: Senior Management Capacity

The Committee considered a report of the Chief Executive which set out proposals to build senior capacity within the Strategic Development Directorate. It was explained that the proposal would provide the senior leadership and management capacity to support extra technical capacity to address the ambitious growth agenda for the city.

The Chief Executive introduced the report, highlighting the proposal that the directorate be renamed 'Growth and Development' to reflect the addition of Planning, Licensing and Building Control and the Work and Skills Service functions into the Directorate.

With regard to Planning, Licensing and Building Control, two Strategic Lead roles were proposed with the aim of developing a robust succession strategy. It was proposed that the existing role of Planning Development and Special Projects Manager (SS2 Special Grade) be redesignated to Deputy Director of Planning within the existing salary range (SS2) in recognition of 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.

It was also proposed that the post of Head of Planning, Building Control, & Licensing (currently SS3) be redesignated as the Director of Planning, Building Control, & Licensing with a proposed grade of SS4 to support the Strategic Director in taking responsibility for a range of corporate policy agendas, including the leadership of the Council's climate change agendas.

A second Deputy Director of Planning role on the same grade (SS2) was also proposed 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 had increased and the need to drive out risk in the process was essential.

With regard to Housing and Residential Growth, the Committee was invited to note that the need to significantly increase the capacity of the Housing and Residential Growth Service. As part of the budget process a provisional £1.2m annual draw down from the Regeneration Reserve had been approved.

An additional 12 posts at ranging from Grade 6 to Grade 12 were proposed to develop the 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.

A re-designation and regrade the existing Head of Housing (SS2) to Head of Housing Services (SS3) was proposed to take a strengthened overall lead on affordable housing delivery. This re-designation was in recognition of 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.

The Interim Head of HROD informed the Committee that following discussion of the proposals with the Trade Unions., they were broadly satisfied with the proposals, however they had requested that further consultation with the Trade Unions and staff be undertaken concerning the proposal to regrade the post of Housing Strategy and Partnerships Manager to explore this in greater detail. Therefore a delegation to the Chief Executive in consultation with the Leader of the Council and Executive Member for Finance and Human Resources on this matter was instead requested.

Decisions

1. To approve the change of name of the Directorate from 'Strategic Development' to 'Growth and Development'.
2. To 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. To approve the re-designation 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. To approve the creation of a new role of Deputy Director of Planning within Senior Grade SS2 (£68,526 - £74,175).
5. To approve the re-designation 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. To delegate authority to the Chief Executive in consultation with the Leader of the Council and the Executive Member for Finance and Human Resources to regrade the post of Housing Strategy and Partnerships Manager from Grade 12 to SS1 (60,857 - £65,865), subject to the outcome of further consultation with the Trade Unions and staff involved.
7. To endorse the establishment of two Commercial Lawyer roles in the Corporate Core at Grade 12 and approve market rates supplements of £15,326 for these two roles, giving a total remuneration of £70,000 for each role.

PE/19/17 Neighbourhoods Directorate: Senior Management Capacity

The Committee considered a report of the Chief Executive which set out proposals to build senior capacity within the Neighbourhoods Directorate, reduce the number of direct reports to the Strategic Director (Neighbourhoods)

With regard to Compliance and Community Safety it was proposed that the current role of Strategic Lead (Compliance and Community Safety) be re-graded to Grade

SS3 with responsibility for fulfilling the Council's statutory duties in respect of protecting the public and the environment. This would better reflect the role's broad remit, encompassing the development of a new strategy for the Private Rented Housing Sector, all areas of compliance and enforcement as well as community safety and civil contingencies and ensuring the Council acts within legislative framework. It was also proposed that the role be redesignated as Head of Service in line with Council naming protocols.

The role of Strategic Lead (Parks, Leisure and Events) would be regraded to Grade SS3 and redesignated as Head of Service in line with naming protocols. This would take into account an increased strategic role and additional responsibilities

It was proposed that one of the existing four SS2 roles in the Neighbourhood Management team be regraded and redesignated to Head of Neighbourhood Management at Grade SS3 with the three remaining SS2 roles reporting to the Head of role. This role would 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.

For the Highways Service, it was proposed that the Director of Operations (Highways) be redesignated to Director of Highways at the existing Grade SS4. It was also proposed that role of Citywide Highways be redesignated to Head of Network Management to recognise the broader remit of the role, within the existing Grade SS2 (£68,526 - £74,175).

The establishment of an additional role of Highways Development Specialist at Grade SS1 with responsibility for developing a 5–10 year strategic framework of projects aligned with the Transport 2040 Strategy was proposed. It was also proposed that there be established a role of Operational Services Specialist at Grade SS1.

The establishment of an additional role of Head of Project Management Office (PMO) was also proposed at Grade SS1 to further develop and embed a programme office function and oversee all aspects of portfolio management, programme and project information as well as governance arrangements for the service.

It was recommended that the current role of Strategic Lead (Libraries, Galleries and Culture) be re-graded to Grade SS3 and redesignated Head of Service to take into account the increased strategic role within the City and across partners

It was proposed that the role of Senior Facilities Manager be disestablished following the realignment of some of the Commissioning and Delivery functions within the Neighbourhood Services. The creation of a new Grade 12 role was proposed to focus on the remaining business units that provide both essential services at a neighbourhood level and generate a financial return to support the wider neighbourhoods offer. A new Grade SS1 post was also proposed, the Operational Services Manager.

The Interim Head of HROD informed the Committee that following discussion of the proposals with the Trade Unions, they were satisfied with the background and rationale of the proposals.

Decisions

Citywide Services and Neighbourhood Management teams:

1. To agree the regrade and re-designation 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. To regrade and re-designate the role of Deputy Director of Galleries from Grade 12 to Galleries Operations Manager at grade SS1 (£60,857 – £65,865).
3. To 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. To re-designate the post of Director of Operations (Highways) as Director of Highways within the existing Grade SS4 (£95,953 - £105,940).
5. To re-designate Head of Citywide Highways to Head of Network Management within the existing Grade SS2 (£68,526 - £74,175).
6. To agree the establishment of two new roles; Highways Development Specialist at Grade SS1 (£60,857 – £65,865) and Head of Programme Management Office at Grade SS1 (£60,857 – £65,865).
7. To 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 was 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. To note the deletion of the role of Senior Facilities Manager Grade SS1 (£60,857 £65,865).
10. To approve the creation of a new role of Operational Services Manager (Grounds Maintenance, Manchester Contracts & Fleet Management Services) at Grade SS1 (£60,857 – £65,865).