



Personnel Committee

Date: Wednesday, 11 March 2020

Time: 10.10 am (or at the rise of the Executive if later)

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

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

1. Urgent Business

To consider any items which the Chair has agreed to have submitted as urgent.

2. Appeals

To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

3. Interests

To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

4. Minutes

To confirm as a correct record the minutes of the meeting on 19 December 2019.

5 - 8

5. Pay Policy Statement 2020/21 - to follow

The report of the Deputy Chief Executive and City Treasurer is to follow.

6. Family Friendly Framework - to follow

The report of the Director of HR/OD is to follow.

7. Parental Bereavement Leave Regulations 2020 - to follow

The report of the Director of HR/OD is to follow.

8. Children's Services Leadership Arrangements and Market Supplements - to follow

The report of the Chief Executive is to follow.

9. Market Rates Supplement Payment (Highways Development Specialist) - to follow

The report of the Strategic Director (Neighbourhoods) is to follow.

10. Growth and Development Directorate Management Team - to follow

The report of the Chief Executive is to follow.

11. HR and OD Service, Corporate Services Directorate - to follow

The report of the Chief Executive is to follow.

Information about the Committee

The Personnel Committee is made up of the Leader of the Council, the other nine Members of the Executive, the Assistant Executive Member (Finance and Human Resources), and the Leader of the Opposition.

Amongst its responsibilities, the Personnel Committee considers department staffing and organisational reviews; determines collective and corporate terms and conditions of staff and 'market rate' supplements. The Committee also determines the assignment and re-grading of certain posts and policies relating to local government pensions.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to the strict minimum. When confidential items are involved these are considered at the end of the meeting at which point members of the public are asked to leave.

The Council welcomes the filming, recording, public broadcast and use of social media to report on the Committee's meetings by members of the public. Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk.

Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
Level 3, Town Hall Extension,
Albert Square,
Manchester, M60 2LA

Further Information

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

Donna Barnes
Tel: 0161 234 3037
Email: d.barnes@manchester.gov.uk

This agenda was issued on **Tuesday, 3 March 2020** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

Personnel Committee

Minutes of the meeting held on Thursday, 19 December 2019

Present: Councillor Ollerhead (Chair) – in the Chair

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

Apologies: Councillor Stogia

PE/19/29 Minutes

Decision

To approve as a correct record the minutes of the meeting on 5 December 2019.

PE/19/30 Adoption of Greater Manchester Continuous Service Protocol

The purpose of the Greater Manchester Continuity of Service Protocol was to provide a mechanism for recognition of service where an individual employed within local government or for the NHS in Greater Manchester moves employment between those sectors on a voluntary basis.

In May 2018 the Committee had considered the adoption of the Protocol by the Council (Minute PE/18/13). At that time the Committee had agreed to recommend that Council adopts the GM Continuity of Service Protocol on a discretionary basis and had delegated authority to exercise that discretion to the Director of HROD in conjunction with the relevant Strategic Director. The Committee had also delegated authority to the City Treasurer in consultation with the Executive Member for Finance and Human Resources to determine discretionary payments under the Protocol.

A report submitted by the Chief Executive now proposed that the Protocol be fully adopted, and the existing discretions and delegated authorities be withdrawn.

The report explained that increasing concerns had been voiced by trade union representatives at the Manchester Workforce Engagement Forum about the lack of a consistent position across Greater Manchester and the failure to adopt fully to the Protocol by major employers. In response to these concerns, the Chair of the Manchester Workforce Engagement Forum had met with employer and trade union representatives of the Greater Manchester Workforce Engagement Board in February 2019 and agreed the following steps.

- Greater Manchester Health and Social Care Partnership would undertake an impact assessment of the Protocol as adopted by local authority and NHS employers across GM and report back to Manchester Locality Workforce Transformation Group (LWTG).

- The LWTG would complete a risk assessment based analysis of actual redundancies over preceding 12 months or potential future redundancies.
- The LWTG would agree to recommend individual employing organisations in the Manchester Locality to adopt a collective position on the full adoption of the Protocol (subject to the outcomes of the above analysis).

The report explained that those steps had been undertaken and that the assessment had concluded that the risks associated with transferring redundancy cost liabilities between organisations were considered to be very low. It was also felt that the Protocol would offer opportunities to employers to identifying suitable employment across organisational boundaries should redundancies ever be contemplated in the future. The LWTG was therefore recommending that the employers, including the Council, fully adopt the Protocol. The Committee accepted that proposal, noting that there were no comments from the Trade Unions reported at the meeting.

Decisions

1. To approve the full adoption of the Greater Manchester Continuity of Service Protocol for relevant new starters with effect from 1st January 2020.
2. To note that the below affected policies will be updated to reflect the agreed position.
 - Annual Leave Policy
 - Recruitment & Selection Policy
 - Contractual sick pay
 - Pay policy statement
 - Voluntary severance.
 - Maternity Policy
 - Paternity Policy
 - Maternity Support Policy
 - Shared Parental Leave Policy

PE/19/31 Strategic Commissioning - Additional Capacity

A report submitted by the Chief Executive proposed the creation of an additional senior management role in the Children's and Education Services Department. This role was intended to provide strategic capacity and commissioning leadership and direction to the rest of the Children's Leadership Team. A proposed structure chart appended to the report showed that this new post would report to the Strategic Director and be the line manager for the existing Commissioning Manager (Grade 12) post. The proposed grade of the new post was SS1. The Committee supported this proposal and agreed that the new post be added to the establishment, noting that there were no comments from the Trade Unions reported at the meeting.

Decision

To approve the creation of a new role of Strategic Lead for Commissioning Grade SS1 (£60,857 - £65,865) as part of the leadership team within Children's and Education Services and reporting to the Strategic Director.

This page is intentionally left blank

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 11 March 2020

Subject: Family Friendly Framework

Report of: Director of HR/OD

Summary

The Council offers a number of family friendly leave policies, pay provisions and entitlements aimed at supporting parents, namely:

- Enhanced Adoption Leave.
- Enhanced Maternity Leave.
- Maternity Support Leave (our enhanced version of Statutory Parental Leave).
- Shared Parental Leave.

It is proposed that:

1. These previously separate policies are combined into a single framework with comprehensive guidance to accompany the policy.
2. The wording of the criteria for Maternity Support Leave is tightened, as concerns have been raised that it is currently open to exploitation.
3. Assistance is offered to employees who become special guardians by allowing them access to the Maternity Support Leave offer.
4. Intranet guidance is improved and expanded upon based on feedback from focus groups.

The aim is to present a single coherent approach and policy framework that can be used in conjunction with our flexible working offer to help employees balance the demands of work and childcare.

Recommendations

The Committee is asked to approve combining the current details of the provisions into a single revised Family Friendly Policy Framework and Guidance. This includes amendments to Maternity Support Leave provisions to minimise misuse and providing special guardians access to Maternity Support Leave.

Wards affected: All

Financial considerations – Revenue: None
Financial considerations – Capital: None

Contact Officers:

Helen Grantham
Interim Director of HROD
0161 600 8380
helen.grantham@manchester.gov.uk

Shawna Gleeson
Head of HR Operations
0161 245 7517
s.gleeson@manchester.gov.uk

Gordon Barr
HR Specialist - Policy and Strategy Team
0161 234 5758
g.barr@manchester.gov.uk

Background documents (available for public inspection):

None

1.0 Background and Context

- 1.1 Currently we do not have policy documents for all our family friendly provisions. Policy documents are currently available for employees in the case of Adoption Leave, last reviewed in 2016 (Appendix A) and Shared Parental Leave, last reviewed 2015 (Appendix B). In the case of Maternity Leave, the details of our offer are available only to staff as intranet guidance, and the basis of our policy position is a personnel circular from 2008 (Appendix C). Similarly, there is no policy document available to employees for Maternity Support Leave, and the basis of our policy is a personnel circular from 2003 (Appendix D). As such it was deemed appropriate to collectively review all family friendly policies based on the time elapsed since they were last considered.
- 1.2 Consultation with staff and managers in focus groups suggested that there is significant room for improvement in relation to the intranet guidance. It is proposed that new guidance is available on the launch of the new family friendly policy documents, and that guidance is subsequently built upon and improved over time based on employee feedback and best practice.

2.0 The Policy Framework

- 2.1 Appendix E shows the proposed new Family Friendly Policy Framework.
- 2.2 Recent benchmarking indicates that the Council's family friendly provisions are largely on a par with those offered by other regional authorities/organisations. As such, it is not recommended that any significant changes are made to our offer.
- 2.3 However, it has been necessary to refresh the language in many instances, with a view to promoting ease of understanding and plain English, and references to legislation have also been updated where necessary. A notable change has been made to the Maternity Support Leave provision, as below.

2.2 Maternity Support Leave - *internal definition of 'Nominated Carer'*

- 2.4 Concerns have been raised by managers that the definition of 'Nominated Carer' in the guidance is open to exploitative/fraudulent claims by staff who are not genuinely the primary carer. Current intranet guidance based on the original criteria as stated in PC 1212 (1995) which is as below:
- 2.5 "The Council offers a scheme that allows employees who are fathers, partners and nominated carers time off work to support the birth of a child. A nominated carer is the person chosen by the mother as the primary provider of support at or around the time of the birth, in the place of, or in the absence of a father / partner. ***This could be a relative or friend, or someone who has a caring relationship with the mother and / or child.***"
- 2.6 In order to clarify our offer, it is proposed that the last sentence of the paragraph above (bold and italicised) referring to a relative/friend etc be

removed. The role of a friend or relative who occasionally helps out differs significantly from the role of a child's primary carer, and it is appropriate for the Council to make this distinction in reviewing the qualifying criteria for Maternity Support Leave.

- 2.7 The authorisation process for Maternity Support Leave will also be amended by adding the requirement for an employee declaration of eligibility, and also for a discussion between employee and manager where possible.

3.0 Special Guardianship

- 3.1 A Special Guardianship Order (SGO) is a legal order which allows a child to live with someone who is not their parent, such as relatives or foster carers, on a long-term basis. It also gives the special guardian parental responsibility for the child. Where a SGO is in place the carers do not have to consult the parents or anyone else with parental responsibility about most decisions for the child, although the child legally remains a member of the birth family.
- 3.2 Social Workers are supportive of special guardianship as it can often prevent a child from being taken into care, which benefits the child and also results in a cost saving to the Council. It gives children a stable place to live with their family or with carers who know them well, with less risk of their living arrangements breaking down and ultimately costing the Council more in the long term. Unfortunately, although special guardianship is clearly comparable to adoption in terms of the demands it places on the guardian, special guardians are not entitled to statutory adoption pay or leave.
- 3.3 It is proposed that an employee who can evidence that a child has been placed with them under a Special Guardianship Order will qualify for Maternity Support Leave to assist a 'settling in period'. It is not envisaged that this will incur significant cost based on our take-up of adoption leave (between 2014-2018 only 14 staff took adoption leave, and occurrences of special guardianship should be less frequent). Any costs could arguably be offset by wider savings made to the Council in aiding special guardianship as above.

4.0 Intranet Guidance

- 4.1 Feedback from focus groups highlighted the need for improved intranet guidance particularly with regard to the following:
- Intranet navigation - employees need a clear initial outline of options.
 - Distinguish more clearly between separate employee and manager guidance.
 - Maternity/Adoption Leave around annual leave, KIT days.
 - Returning to Work, and flexible working options upon returning.
 - Available support to staff, such as antenatal care and counselling.
 - Breastfeeding.
 - Examples/case studies.
 - Links to external charities.

- 4.2 The layout of our intranet guidance has been improved and updated in recent months, and content will be expanded with more details on launch based on employee feedback. However, it is proposed that efforts to design online guidance will continue as we focus on the structure of our new intranet platform.
- 4.3 The focus groups indicated that the majority of employees expect to find information on the intranet, and that navigation to the available information is a key issue. The format and layout of the intranet guidance will be dependent on the capabilities of the new intranet platform, which are not yet fully understood.
- 4.4 Feedback also indicated that a staff email group aimed at putting employees in touch with other employees who could offer informal advice would be most welcome. Some initial work has been done on this, however it has been delayed by the current review of our Google platform and the restrictions on new google groups. For this reason it is proposed that the launch of a family friendly email group is delayed to coincide with our new Intranet platform around March 2020.

5.0 Implementation

- 5.1 It is hoped that by combining these previously separate policies, and updating guidance based on staff feedback and current best practice, that our Family Friendly offer will continue to make a positive contribution as part of OWOW, and our wider commitment to becoming an employer of choice.
- 5.2 A printable guidance document will be produced to coincide with the launch of the policy framework, and our intranet offer will be redeveloped based on feedback following the introduction of the new intranet platform.

6.0 Key Policies and Considerations

(a) Equal Opportunities

(b) Risk Management

(c) Legal Considerations

None

7.0 Trade Union Comments

None

8.0 Comments of the Director of HROD

No additional comments.

This page is intentionally left blank

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 11 March 2020
Subject: Parental Bereavement Leave Regulations 2020
Report of: Director of HR/OD

Summary

The Parental Bereavement Leave and Pay Regulations 2020, known as ‘Jacks Law’, will come into force from 06 April 2020. The regulations provide employed parents the right to statutory leave and pay entitlements if they lose a child under the age of 18, or suffer a stillbirth from 24 weeks of pregnancy, irrespective of how long they have worked for an employer. As a result our Special Leave Policy requires updating to reflect the new legislation.

Recommendation

The Committee is asked to approve the introduction of a day one right to two weeks’ paid parental bereavement leave in the existing Special Leave Policy. This entitlement is enhanced in comparison to the regulations requirement for employees to have 26 weeks of continuous service in order to receive paid leave at the statutory rate.

Wards affected: All

Financial considerations – Revenue: None

Financial considerations – Capital: None

Contact Officers:

Helen Grantham
Interim Director of HROD
0161 600 8380
helen.grantham@manchester.gov.uk

Shawna Gleeson
Head of HR Operations
0161 245 7517
s.gleeson@manchester.gov.uk

Gordon Barr
HR Specialist - Policy and Strategy Team
0161 234 5758
g.barr@manchester.gov.uk

Background documents (available for public inspection):

Parental Bereavement Leave Regulations 2020 are available via legislation.gov.uk:
<http://www.legislation.gov.uk/ukdsi/2020/9780111192245/contents>

1.0 Background and Context

1.1 Current provision for bereavement as in Special Leave Policy

Our current bereavement provision allows limited paid leave to attend the funeral and deal with probate matters as below:

“Managers should grant paid special leave to employees who require time off on the death of a close family member, partner or dependant to make funeral arrangements, including attendance at the funeral and to attend to probate matters. The number of days approved will depend on the context, for example, the location of the funeral and the extent to which the employee is responsible for funeral arrangements.”

- 1.2 The existing provision does not stipulate the amount of time that is reasonable which could cause inconsistency in application across the organisation, the new legislation provides welcome guidance and clarity for managers and employees at an emotionally difficult time.

2.0 Overview of statutory entitlement under the new regulations:

- 2.1 To reflect the variety of modern family units the definition of a ‘bereaved parent’ under the regulations will now include not just parents, but also primary carers, adopters, foster parents, guardians, and more informal groups (such as close relatives or family friends who have taken responsibility for the child’s care in the absence of parents). The statutory entitlement of the new regulations are as follows.

- Parents or carers will be entitled to at least two weeks’ leave following the loss of a child under the age of 18 or a stillbirth after 24 weeks of pregnancy.
- Employees with 26 weeks’ continuous service will receive paid leave at the statutory rate and other staff will be entitled to unpaid leave.
- Leave can either be taken in one block or in two separate blocks of one week. The employee can take one single week if they wish.
- Leave can be taken within a period of 56 weeks from the child’s death, and notice requirements will be flexible so leave can be taken without prior notice.
- An employee will be required to complete a written declaration confirming that they meet the eligibility requirements for paid leave within a reasonable timeframe, however employers must be sensitive. Parents will not need to provide the employer with a death certificate as evidence.

- 2.2 The government consultation response also states:

“We would emphasise that this entitlement is the minimum that an employee should expect, and we would encourage all employers to consider enhancing this offer in their own workplace bereavement or special leave policies.”

3.0 Policy Recommendation

- 3.1 Given the high value that we place in our workforce, and the emphasis that the statutory entitlements should be the minimum that an employee should expect, it is recommended that the Council implements a policy provision of a day one right to two weeks of paid (full pay) bereavement leave. Aside from this, it is recommended that the Council meets statutory requirements in terms of eligibility, flexibility of leave, and notice requirements.

4.0 Policy Amendments

- 4.1 Please see below for wording, as verbatim, that will be included in the revised Special Leave policy:

The Loss of a Child

- 7.4.2 On the death of a child under the age of 18, or a stillbirth after 24 weeks of pregnancy, a bereaved parent is entitled to two weeks of paid Special Leave.
- 7.4.3 For the purposes of this policy, a ‘bereaved parent’ means any person who has a statutory entitlement to parental bereavement leave in respect of a child and includes:
- a child’s parent, including natural, adoptive and those who have become a parent(s) under statutory provisions on surrogacy and fertility treatment;
 - a child’s natural parent where the child has been adopted but there is a court order for the child to have contact with the natural parent;
 - a person with whom a child has been placed for adoption as long as that placement has not been terminated;
 - a person who is living with a child who has entered the UK for the purpose of being adopted by that person, and that person has received official notification from the relevant authorities that they are eligible to adopt;
 - an “intended parent” under a surrogacy arrangement where it was expected that the court would make a parental order under the Human Fertilisation and Embryology Act 2008;
 - a person who for a continuous period of at least four weeks before the child’s death lived with the child in the person’s home, and had day to day responsibility for the child’s care (provided they are not paid for that role, foster payments excepted and the child’s parent or anyone with legal parental responsibility is not also living in the home with the child); and
 - the partner of any of the above bereaved parent who lives with the bereaved parent and the child in an enduring family relationship.
- 7.4.4 The two weeks’ leave can be taken either in one block of two weeks, or as two separate blocks of one week each.
- 7.4.5 Leave can be taken within a period of 56 weeks from the child’s death. No

notice will be required for leave taken within two weeks after the date of the death. If leave is taken after this initial period, at least one week's notice should normally be given.

5.0 Implementation

- 5.1 The revised policy and provisions will be implemented in line with the regulations coming into force on 06 April 2020. The Shared Service Centre are aware of the revised provisions and are able to process any requests from the implementation date as these would fall under Special Leave and be processed as such.

6.0 Key Policies and Considerations

(a) Equal Opportunities

(b) Risk Management

(c) Legal Considerations

None

7.0 Trade Union Comments

To follow

8.0 Comments of the Director of HROD

No additional comments.

This page is intentionally left blank

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 11 March 2020
Subject: Children’s Services Leadership Arrangements
Report of: The Chief Executive

Purpose of Report

This report sets out a proposal to retain the Deputy Director of Children’s Services and regrade the post of Head of Locality in the Directorate for Children’s and Education.

Recommendations

The Committee is requested to:

1. Recommend to Council that a market rate retention supplement of £10k be made to the Deputy Strategic Director of Children’s Services to ensure the retention of the current post holder in light of local market forces. This has the effect of increasing the salary to £115,940.
 2. To approve the regrade of three Head of Locality posts from SS1 (£60,857 - £65,865) to SS2 (£68,526 - £74,175).
-

Wards affected:

All

Financial implications for the revenue and capital budgets:

The financial revenue consequences of the market rate retention supplement for the the Deputy Strategic Director of Children’s Services £10k. The cost of the Service Lead regrade is £11k per post (with on-costs) and totals £33k. The additional £43k budget requirement will be managed from within existing Directorate resources and is part of the measures to build a stable, confident and talented workforce through a refreshed and refined recruitment and retention approach in Children Services.

Contact Officers:

Name: Joanne Roney
Position: Chief Executive
Telephone: 0161 234 3006
E-mail: j.roney@manchester.gov.uk

Name: Paul Marshall
Position: Strategic Director, Children's & Education Services
Telephone: 0161 234 3804
E-mail: p.marshall1@manchester.gov.uk

Name: Helen Grantham
Position: Interim Director of HROD
Telephone: 0161 600 8380
E-mail: helen.grantham@manchester.gov.uk

Background documents (available for public inspection):

Personnel Committee 7 March 2018: Children and Education Services Senior Management Team

1. Background and Context

- 1.1 Manchester is a large, diverse and complex local authority area with a comparatively high need for social care services. In addition there is a growing school age population, complexity of children and their families needs and a dynamic and complex education system/family of schools. For most children, young people and families the City's growth and expansion often leads to personal and economic growth however for some children daily life living Manchester can be challenging. These challenges include; poverty 36.0% of the local authority's children in low income households and health inequalities; the City has the worst score in the country on the health domain of the IMD, the combined factors of poverty and ill health are associated with high numbers of Education Health and Care plans and increasing numbers of children looked after.
- 1.2 Despite these challenges, significant progress has been made within Children and Education Services in improving the services Manchester's children and young people receive. This has seen Ofsted judge Children's Service no longer to be 'inadequate' and further improvements have reported within self assessments, peer reviews/challenges and more recently Ofsted's focused visit which was published on 21 January 2020.
- 1.3 Children Services has developed and presented to the Executive on 11th March 2020 a 5 year workforce strategy to sustain and continually improve Children Social Care Services. This report has been produced as a consequence and response to local and national recruitment and retention challenges and succession planning. In addition the strategy positions Manchester as an 'employer' of choice within the market; taking an innovative approach to staff development, recruitment and retention that secures a stable, confident and talented workforce. This will be key to Children's Services continuing to make progress and improvements to children's experiences and outcomes. The proposals set out within this report form part of the aforementioned 5 year workforce strategy and will lead into a review of the leadership arrangements within the Children and Education Directorate to ensure there is a stronger alignment with our strategic ambitions, partnership and collaboration with Manchester Local Care Organisation.

2. Deputy Strategic Director of Children's Services

- 2.1 The Deputy Strategic Director post is an SS4 post which reports directly to the Strategic Director of Children's and Education Services and has strategic leadership responsibility for complex and multifaceted statutory services and has lead responsibility for the delivery of the Children and Young People plan, Ofsted Action Plan, Directorate Business Plan and contributes towards the Council's priorities as set out within the Our Corporate Plan.
- 2.2 The post holder has been in post since 2017, is subject to progression reviews as part of the Senior Officer Appraisal/About You process. During this time they have made a significant contribution to the continual improvement of the service and the experiences outcomes for Manchester's children; as

evidenced in Manchester's Children's Services being judged no longer inadequate in 2017 and the positive findings reflected in the most recent ofsted focused visit published in January 2020.

- 2.3 The continual progress/success of the service has made the post holder 'attractive' and now a target for recruitment agencies working for neighbouring authorities; offering significant financial incentives. Whilst expressing a commitment to Manchester City Council, personal circumstances and career aspirations are competing pull/push factors, which are compounded by the role being 'evaluated down' in 2017 (immediately prior to appointment) and post holder being at the top of grade SS4. Thus restricting the financial remuneration and it is for these reasons the Council is minded to make a retention payment to the Deputy Director Children Services to the value of £10k per annum, with a review period at 18 months which is consistent with the standard arrangements for Market Rate Supplement payments. This will allow us to retain the Deputy Director in this statutory and business critical role, continue our progress uninterrupted and succession planning; in a context that similar roles are being advertised across the region.
- 2.4 It should be noted that children's services may be inspected by Ofsted from March 2020 onwards therefore the inability to retain the knowledge, skills and experience of the current post holder presents a risk to the service and may undermine the positive progression the service has made.
- 2.5 The application of the proposed retention payment is underpinned by a benchmarking exercise which shows the average salary for equivalent posts across core cities is £115k and is clearly linked to the Directorate's approach to succession planning.
- 2.6 As the proposed market rate retention supplement applies to a post which exceeds £100k per annum, it will require approval by the Council.

3. Head of Locality

- 3.1 In addition to the Deputy Director post, the Head of Locality post is and will continue to be subject to the Senior Officer Appraisal approach; to date the existing post holders have made positive contributions to the Directorate's progress. The posts were established following Personnel Committee approval on 7 March 2018. The context to the establishment of the role was in response to both the Children's Services self-assessment, strategic intent and Ofsted's findings (2017) around the requirement to develop and strengthen local partnerships and management arrangements on a local level and in order to be able to improve and drive the consistency and quality of social work practice.
- 3.2 As set outlined above, the Head of Locality posts were established to build and strengthen local partnerships, provide sufficient operational management/leadership capacity to drive the quality of social work practice, performance and compliance. However, in accordance with and driven by the Directorate Plan and ambition, the posts have evolved over time and the

breadth and span of responsibility has increased to support the significant progress and strategic direction of the Directorate.

3.3 The original remit of the Head of Locality posts was to:-

- Improve the quality of social work practice
- Improve management grip and oversight via comprehensive performance and practice systems
- Ensure services are delivered safely and effectively within relevant legislation
- Deliver on a range of policy commitments including safely reduce the number of children who are looked after/requiring a statutory service.

3.4 The Head of Locality posts were initially focused on driving operational performance within children's social care. However, as the Directorate drives towards a position of integration with partners and locality ways of working, the roles are evolving to become a 'local' strategic leader working across the system to influence, shape and design services whilst sustaining and improving the quality of social care provision.

3.5 A summary of the posts increased responsibilities and duties is as follows:-

- Lead a strategic local plan for children's safeguarding arrangements with senior leaders across the partnership
- Leadership of the children's services multi-agency safeguarding arrangements at a local level
- Leadership of the Leaving Care Service which transferred from Barnardos via a commissioned arrangement to Manchester City Council in October 2018.
- Design, development and implement policy frameworks to strategically improve service provision and practice across the system.
- To contribute to the leadership of the Greater Manchester Social Work Academy which is a partnership between Greater Manchester Local Authorities and Universities.
- Leadership of the Children's Emergency Duty Service

3.6 The increased portfolio of accountabilities and responsibilities will be reflected in the Senior Officer Appraisal arrangements and ensure the post holders continue to make a positive contribution in the delivery of the council and Directorate priorities; as set out within the Our Manchester Strategy, Children and Young People Plan and Our Corporate Plan. This will include working with our partners and stakeholders on a strategic and local level so that Manchester's children and young people are safe, happy and successful; attending a 'good or better' school.

3.7 The post holders will also be expected to contribute to other corporate priorities, including supporting Manchester's Children and Young People to be healthy, well and safe (Healthy, cared for people), enabling clean, safe and vibrant neighbourhoods through promoting the welfare of young people (Neighbourhoods) and reducing demand through reform and enabling our

workforce to be the best they can be (Well-managed Council), and also plays a leading role in ensuring our young people are equipped with the skills they need to benefit from the growth of the city (Growth that benefits everyone).

4. Conclusion

- 4.1 The recommendations set out within this report provides Children's and Education Services with leadership arrangements needed to deliver the Directorate's strategic priorities set out within the Children and Young People Plan and the Council's priorities as set out within the Our Corporate Plan.

5. Comments from Trade Unions

- 5.1 These are to follow.

6. Comments from the Director of HROD

- 6.1 These are significant leadership posts in a critical area of the Council. The roles have developed over the last year in line with the directorate requirements.
- 6.2 The posts have been subject to evaluation through the Council's Job Evaluation process, resulting in the proposed regrade as outlined.

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee - 11 March 2020

Subject: Market Rate Supplement Payment (Highways Development Specialist)

Report of: Fiona Worrall, Strategic Director - Neighbourhoods

Summary

To request approval from the Personnel Committee to apply a 10% market supplement rate to the role of Highways Development Specialist (currently evaluated at Grade SS1 £60,857 to £65,865) with the flexibility to increase the uplift to 15%.

Recommendations

Personnel Committee is requested to agree to apply a market rate recruitment supplement to the post of Highways Development Specialist with immediate effect. This has the effect of raising the annual salary to £72,451(10%) or up to £75,744 (15%).

Wards affected:

All

Financial implications for the revenue and capital budgets:

The proposal is affordable within the existing budget.

Contact Officers:

Name: Fiona Worrall
Position: Strategic Director, Neighbourhoods
Telephone: 0161 234 3926
E-mail: f.worrall@manchester.gov.uk

Name: Helen Grantham
Position: Interim Director of HR and OD
Telephone: 0161 600 8380
E-mail: helen.grantham@manchester.gov.uk

Background documents (available for public inspection):

Personnel Committee Report - Neighbourhoods Directorate Senior Management Capacity presented on 26 June 2019

1. Background

- 1.1 The Highways function has a workflow for infrastructure projects and planning that starts with the strategic development of a pipeline of potential projects that aligns to Council priorities including the City Centre Transport Strategy and the Transport 2040 vision. The pipeline is then taken to a stage where options have been analysed to establish a programme of projects that will be taken through into design and delivery.
- 1.2 The programme and pipeline of infrastructure projects is significant and very much aligned to the success of the City. The role is also supported by 2 officers who have specific responsibilities in managing the cycling and walking pipeline and the plans for HS2 in both the City and the airport and also the airport growth plans themselves that are considerable.
- 1.3 In order to deliver the priorities in this area, the Highways service urgently needs an experienced highway specialist to work with all the various stakeholders in terms of the pipeline. The position is currently vacant.
- 1.4 The creation of the role of Highways Development Specialist was approved by the Personnel Committee in June 2019 as part of the overall Highways structure, however because of the importance of the role, the service worked closely with Transport for Greater Manchester (TfGM) who seconded an officer for a period of 8 months to establish systems and processes to support the development of the pipeline. This secondment ended in December 2019.
- 1.5 The role was advertised in December across all usual streams including externally the Guardian and LinkedIn. The response was disappointing with only 5 applications being received and in January, 2 applicants were interviewed however no appointment was made. The candidates could not demonstrate the required skills and level of experience needed for the role and although most had experience of managing projects, they had not developed project pipelines or worked at the level required to manage the complex groups of associated stakeholders. It was not appropriate to offer this role on development.

2. Proposals

- 2.1 A full description of the role is provided in Appendix 1 (role profile).
- 2.2 The post is currently evaluated on the Council's pay structure as Grade SS1 (£60,857 to £65,865) and it is a permanent role on the service establishment.
- 2.3 A benchmarking exercise was undertaken of comparable roles across the region and nationally (see Appendix 2 for full details). The salaries of similar vacancies advertised varied between £66,000 to £76,000 per annum. The strongest and closest comparable roles are Strategic Manager Highways & Transport (Isle of Wight) and Divisional Manager - Transportation & Highways (Liverpool City Council). Salaries ranged between £66,629 - £76,278 for these roles.

- 2.4 To ensure the Council can attract candidates who may be leaving existing permanent jobs or commuting from outside Manchester to apply for the role, it is proposed that a market rate recruitment supplement of 10% (£6,586) is applied to the role. This will take the overall salary to £72,451 which is the equivalent to the penultimate SCP 23 of SS2 and is also the mid-point of other comparable salaries of similar roles offered by competitors.
- 2.5 This supplement also takes into account the Council's policy and normal practice in that the salary will be fixed at £72,451 (with yearly reviews) as the normal practice is to reduce the market supplement payment each year to offset against the cost of living award in order to keep the overall salary package unchanged. There will be no annual increments payable to this role.
- 2.6 Due to the specialist nature of the role and the fact that it has already been advertised externally and internally with no success, it is proposed the role will go straight to external advert to ensure it attracts the widest pool of talent available both in-house and in the external market.
- 2.7 If there is no success in attracting and appointing a suitable candidate, it is proposed that flexibility is granted to be able to increase the market rate recruitment supplement payment to 15% (£9,879) taking the overall salary package to £75,744.

3. Comments from the Director of HROD

- 3.1 To be provided

4. Comments from Trade Unions

- 4.1 To be provided.

5. Appendices

Appendix 1: Role Profile for Highways Development Specialist

Appendix 2: Benchmarking data for comparison of similar roles

Appendix 1 Role profile for the Development Specialist

Manchester City Council Role Profile

**Highways Development Specialist, SS1
Highways Service, Neighbourhoods Directorate
Reports to: Director of Highways**

Band SS1 (Senior Operational/Technical Lead)

Role portfolio

Overall purpose of the role

The Highways Development Specialist has strategic responsibility for the development of City's strategic highway and transport plan. The post holder will be responsible for the management and maintenance of key strategic partnerships across the City and beyond in order to plan and deliver the 2040 transport strategy. The post holder will report to the Director of Operations (Highways).

The post holder will be responsible for developing the strategic pipeline of works for the next 5/10 years and beyond along with the development of the capital investment strategy. They will provide strategic and visible leadership for the service, financial oversight and compliance to process and protocols within the Council and related functions. They must work collaboratively and cooperatively within and beyond the Council developing and maintaining critical relationships and partnership internally and externally.

The post holder will be required to demonstrate a thorough understanding of civil engineering and be an experienced highways professional and have experience in a large complex highways or civil engineering function. The post holder will have an excellent relationship management, influencing and planning skills to effectively lead the business development and creation of the strategic pipeline of works. The post holder will have a have demonstrable experience of leading large and complex highway projects and be able to manage a complex series of stakeholders, professional staff, Members, statutory and regulatory bodies, funding streams, contractors and budgets. Strength and quality of leadership and the personal skills required to develop and lead an effective and well-motivated, multi-disciplinary and multi-task teams will be essential. They will require a sound understanding of the legal and financial aspects of major projects and transactions and will have broad experience both in the preparation, control and delivery of highway and engineering projects, schemes of work and in advising on the management of procurement of operations and services.

Key Role Descriptors:

This leadership role will provide professional and technical advice and/or operational management within a service, acting as principal advisor within their area.

The role holder will develop greater coordinated working across services, partners and communities through relationships with key stakeholders and by listening and engaging with people to deliver improved services, recognising the importance of external relationships to the organisation.

The role will adapt and develop organisational policies, applying innovative thinking to develop solutions across a range of issues.

The role holder will focus on service delivery and outcomes, driving service priorities, and adapting to changing internal and external environments to achieve for Manchester.

Manage employees and budgets successfully ensuring service needs and resource levels are identified and met. Shared or lead responsibility for a specific budget/s.

Ensure statutory regulations are met to safeguard the organisation and the population of Manchester.

Provide clear communications to City Council Committees, elected Members, MPs and organisations from the public, private and voluntary sectors, to enable effective decision making.

Our leaders should be exemplars of the Our Manchester behaviours in action: demonstrating them through their interactions with colleagues and partners day-in-day-out and their overall approach to delivering for the people of Manchester. They should be confident in challenging others who are not demonstrating these behaviours and open to challenge when others feel they are not working in this way.

Foster commitment, talent and fresh thinking, challenging yourself and others and take responsibility for their own development and promoting continuous learning.

Through personal example, open commitment and clear action, ensure diversity is positively valued, resulting in equal access and treatment in employment, service delivery and communications.

Where the roleholder is disabled every effort will be made to supply all necessary aids, adaptations or equipment to allow them to carry out all the duties of the role. If, however, a certain task proves to be unachievable, job redesign will be given full consideration.

Key Role Accountabilities:

- The post holder will be responsible for developing the strategic pipeline of work for the next 5/10 years and beyond along with the development of the capital investment strategy. They will maintain under continuous review all changes to the regulatory and legislative obligations of the Council with regard to highways and engineering and they comply with all relevant legal requirements, regulations, protocols and the like. They will advise on and, where feasible, implement best practice on matters relating to technical

solutions available to the Council in relation to the activities associated with the department.

- The role requires extensive operational experience in a multi-disciplinary professional services environment coordinating and delivering a variety of highway and engineering projects on time, budget and required quality. They will commission and coordinate resources both internally and externally for the Council following all regulatory and financial compliance rules and protocols.
- The post holder will facilitate the development of linkages and greater coordinated working across services and key stakeholders to aid the development and delivery of organisational priorities with regard to service development, strategic direction and the needs of the service area
- Plan, direct, coordinate, and lead the activities of the management team to ensure that goals, objectives and all elements of the service are achieved within the prescribed time frame and cost and quality parameters.
- to outline work plans, to assign duties, responsibilities, and scope of authority to all relevant team members, based upon the highest professional and business standards; to manage the management team to provide specialist advice and to resolve problems as required.
- to coordinate departmental activities with the objectives of the Council, stakeholder organisations, and be responsible for overall quality and management of service.
- Responsibility of the for the development of the capital investment strategy aligned to pipeline of work

Behaviours, skills, and technical requirements

Our Manchester Behaviours

- We work together and trust each other
- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and aren't afraid to try new things.

Generic Skills

Communication Skills Is able to effectively transfer key and complex information to all levels of staff, adapting the style of communication as necessary and ensuring that this information is understood.

Speaks fluently and writes articulately, expresses opinions, information and key points of an argument clearly, makes presentations and undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility.

Negotiates more complex agreements with Council wide impact. Is able to influence and persuade key Council decision makers. Utilises enhanced advocacy skills.

Analytical Skills: Application of strong analytical reasoning skills and intellectual focus, taking in the wider external and internal environments. Proactively thinks through problems rather than reactively following a procedure-driven approach.

Planning and Organising Skills: Sets clearly defined objectives, plans activities and projects well in advance and takes account of changing circumstances; identifies and organises resources and manages time effectively monitoring performance against milestones and deadlines.

Ability to turn strategic ideas and objectives into practical, well organised plans.

Problem Solving & Decision Making: Ability to react to immediate problems of a highly complex nature with associated risk factors and deliver pragmatic solutions sometimes under extreme pressure.

Strategic Thinking: A focus on long- term as well as short-term objectives, ensuring alignment between tactics (who and how) with strategy (what and when).

Financial Management: Ability to design and implement governance and financial management frameworks within a complex organisation, and strategies for the efficient mitigation and management of business and financial risks.

Commercial Skills: Excellent commercial skills to manage successful tender, evaluation and acquisition process. Highly developed communication and relationship management skills to identify and manage the relationships with external partners and stakeholders.

People Management: Effective development, management and motivation of staff within service area, providing leadership and planning for the work of a service based function or Council wide team. Establishes clear targets and monitors progress to ensure continuous improvement in service delivery.

Technical requirements (Role Specific)

- Holds a professional qualification in civil engineering, or a related degree or is qualified by significant and demonstrable experience in the Highways or Construction industry
- Significant leadership experience in a large, complex environment and demonstrably successful track record at a senior level within a related multi-disciplinary functional area
- A working understanding of the policy framework and political environment would be advantageous

Appendix 2: Benchmarking data for comparison of similar roles

Benchmarking exercise - Highways Development Specialist

A search undertaken of job adverts for comparable roles in Highways/Transport/Planning brought up three vacancies to compare against, two of which belonged to local authorities. The salaries of these vacancies varied between £65,000 - £76,278 per annum.

An evaluation of the advert and roles concluded that the closest comparable roles are Strategic Manager Highways & Transport (Isle of Wight) and Divisional Manager Transportation & Highways (Liverpool City Council) and these salaries ranged from £66,629 - £76,278.

The role with Liverpool City Council requires a qualification at the same level as Manchester, which the others do not. However the Manchester role has a greater strategic focus.

1 Strategic Manager Highways and Transport
£66,629.00 - £70,915.00
Isle of Wight Council
37 hours per week

The role is comparable to MCC in that they both have responsibility for the planning and development of the strategic transport plan for their respective areas over a period of 20-25 years. Both require stakeholder, team, budget, project management experience and responsibility for statutory obligations and quality control. There is no mention of specific qualifications required, however salary depends on level of qualification and/or experience.

Benefits:

Annual leave: 31 plus bank holidays, transport discounts, cycle to work scheme, unlimited use of council owned leisure facilities and EAP

2 Divisional Manager - Transportation & Highways
£72,476.00 - £76,278.00
Liverpool City Council

The role is comparable to MCC in that they both develop and deliver the cities' transport plans over a period of 20 years. Proven experience in a large, demanding and complex environment/role at senior level required. Both require experience in managing a range of stakeholders, teams, projects and budgets. The post holder will have responsibility for statutory obligations and quality control. The role profile for this role places more emphasis on management of teams and partnership working as opposed to strategy development. Both roles require a professional qualification in civil engineering or in a related field. No benefits listed.

3 Planning Manager
£65,000 - £72,000
Based in York (Global Contractor within the Rail Industry)

The role is comparable based on the level of project management involved over multiple large scale projects. Extensive experience is necessary in project planning/scheduling, including resource and cost-loading/forecasting. Involvement in recruitment/training strategy. The post holder would need to be educated to at least A Level standard.

4 Head of Strategic Planning and Research
£70,000 - £75,000
TfGM, Manchester

5 Independent benchmarking Tool

A search was undertaken using an independent benchmarking tool. The most appropriate category to the MCC role where data was available related to Management/ Engineering. The average salary figures for comparable roles at this level was remunerated between £64,000 and £77,000. The data is based solely on private sector companies.

This page is intentionally left blank

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee - 11 March 2020

Subject: Growth and Development Directorate Management Team

Report of: Chief Executive

Purpose of Report:

To seek approval of the Personnel Committee for proposals for strengthening the senior management capacity within the Growth and Development Directorate to deliver the Council's plans.

Recommendations:

Personnel Committee is requested to:

- 1 Approve the redesignation of the post of Head of Work and Skills as Director of Inclusive Economy and recommend that Council approves a regrade from SS3 (£78,715 - £87,217) to SS4 (£95,953 - £105,940)
 - 2 Approve the redesignation of the post of Head of City Centre Growth and Regeneration as Director of City Centre Growth and Infrastructure and recommend that Council approves the grade as SS4 (£95,953 - £105,940).
 - 3 Note that line management of the post of Head of Local Planning and Infrastructure will transfer to proposed Director of City Centre Growth and Infrastructure with appropriate resources. The post holder will be a member of the Directorate Management Team.
-

Wards affected:

All

Financial implications for the revenue and capital budgets:

The proposed changes set out in this report will lead to an increased salary budget requirement of £29k and this will be funded from within existing directorate budgets. The initial increase is based on both the Director of Inclusive Economy and the Director of City Centre Growth and Infrastructure posts being on the bottom scale point of SS4, and any increased costs arising from progression within the grade will also need to be addressed from within approved directorate budgets as part of the annual budget process.

Contact Officers:

Name: Joanne Roney
Position: Chief Executive
Telephone: 0161 234 3006
E-mail: j.roney@manchester.gov.uk

Name: Helen Grantham
Position: Interim Director of HR and OD
Telephone: 0161 600 8380
E-mail: helen.grantham@manchester.gov.uk

Background documents (available for public inspection):

Personnel Committee Reports of 26th June 2019 and 5th December 2019

1. Background:

- 1.1. The Directorate for Growth and Development encompasses a portfolio of services that are fundamental in ensuring the economic prosperity of the City, businesses and all of its citizens. This directly impacts on how effectively the Council can raise income to provide other universal and specialist services.
- 1.2. The Council has commenced recruitment to the post of Strategic Director of Growth and Development as per the report to the Personnel Committee on 5th December 2019. As was also indicated in this report, a review of the priorities and overall leadership capacity for the Directorate has been undertaken and forms the basis of this report.
- 1.3. At present the Strategic Director – Growth & Development is supported by three SS4 roles: Director of Planning, Building Control and Licensing; Director of Housing & Residential Growth; and Director of Development & Corporate Estates. The latter two roles are vacant but there is an Interim Director of Housing & Residential Growth in place.
- 1.4. At SS3 level there are six posts in the Directorate – two supporting the Director of Housing & Residential Growth with the other roles being the Head of Works & Skills; the Head of City Centre Growth & Regeneration; the Head of Development; and the Head of Corporate Estates.
- 1.5. The current structure of the Senior Management team of the Growth and Development Directorate is shown at appendix 1, with the proposed structure at appendix 2 and 2a.

2. Context:

- 2.1 A review of senior management capacity has been undertaken to ensure that the Council has suitable arrangements for Manchester to provide the necessary conditions to grow the city's employment base, invest in quality of life issues and deliver the significant numbers of new homes needed to support the expansion of the city's economy. This is against a backdrop of a city that needs to develop rapid responses to a climate emergency, a new Government that is pursuing a hard Brexit from the European Union, a Government that is indicating a willingness to invest in the north and in infrastructure, with a potentially challenging funding settlement for the City Council from 2021 onwards.
- 2.2 Over the last 12 months proposals have been brought forward to strengthen capacity to deliver the Council's ambitions for new residential growth and to drive the development of significant numbers of new affordable homes in the city. Similarly Planning, Building Control and Licensing have undergone restructuring to support the new burdens being placed on that service.
- 2.3 At this time the most significant challenges arise from the need to put in place a new Local Plan that will guide the city's growth over the next 15 to 20 years. In addition to this long term growth plan there are an array of significant

infrastructure challenges and opportunities – transport; digital; flood; water & wastewater; green & blue infrastructure - most of which, if not all, manifest themselves within the city centre. Of ongoing importance is influencing inward investment for sub-regional connectivity (bus, tram, tram train, walking and cycling infrastructure) along with effective case making for High Speed connectivity solutions into the city centre and airport to ensure a sustainable growth platform for the next 30 to 50 years and beyond.

- 2.4 In addition there is a need to strengthen the leadership capacity of the Growth and Development Directorate to respond to both the Greater Manchester Local Industrial Strategy and the Our Manchester Industrial Strategy. As well as this there is an ever growing agenda for inward investment and commercial relationships.
- 2.5 It is within this context that a review of senior management capacity has been reviewed and the following proposals arise.

3. Proposals

Director of Inclusive Economy

- 3.1 Of growing priority and strategic importance is the aim of inclusive growth as set out in the Council's *Developing a more inclusive economy - Our Manchester Industrial Strategy* to put people at the centre of growth; aligning to Greater Manchester and the national Local Industrial Strategy to promote and drive inclusive growth in the conurbation core; support existing and future sectors, increase productivity but crucially support more residents into better quality jobs. A high level delivery plan has been developed to deliver the People, Place and Prosperity priorities.
- 3.2 As a result of this the remit of the Head of Work and Skills has significantly increased in providing strategic leadership for Our Manchester Industrial Strategy, Digital City and development of the delivery plans. The post holder will work across the Directorate and Council and in collaboration with key stakeholders to deliver the plans.
- 3.3 To reflect this wider remit with extra duties and responsibilities, including delivery of the city's digital strategy, it is proposed to redesignate the post of Head of Work and Skills as Director of Inclusive Economy. Job evaluation has been conducted in line with the Council's procedures and policies which indicates that the post should be regraded to SS4.

Director of City Centre Growth and Infrastructure

- 3.4 It is proposed to bring greater alignment between the delivery of city centre regeneration with the policy aspects of local planning and infrastructure to provide more strategic capacity and focus on the delivery of critical and growing agendas for the Council.

- 3.5 There are a growing number of significant large commercial development proposals for the city as well as increasing pace on key transport infrastructure programmes such as HS2, Northern Power Rail and Northern Hub. This broadens the definition of city centre beyond the traditional boundaries as such initiatives impact on regeneration of the city centre.
- 3.6 With the strategic importance of these agendas there is also an increase in activity in effectively influencing regionally and nationally with higher than ever profile.
- 3.7 Within the Growth and Development Directorate the main responsibility for these agendas sits with the current Head of City Centre Growth and Regeneration. The role has evolved to include more than the traditional 'city centre' and has oversight of the connected aspects of regeneration including influencing regionally and nationally. The role takes greater accountability in supporting the Strategic Director in this area.
- 3.8 To reflect the greater emphasis on these agendas and extra duties and responsibilities within this remit, it is proposed to redesignate the post of Head of City Centre Growth and Regeneration as Director of City Centre Growth and Infrastructure. Job evaluation has been conducted in line with the Council's procedures and policies which indicates that the post should be regraded to SS4.
- 3.9 To support the delivery of this role in the current context, it is recognised that capacity for strategic thinking and planning for infrastructure is required within Growth and Development. The current skills, experience and capacity for this sit with the Head of Locality Planning and Infrastructure in the Policy, Performance and Reform Team. To ensure that this is more closely aligned to support delivery going forward it has been decided that line management of the Head of Locality Planning and Infrastructure will be through the proposed post of Director of City Centre Growth and Infrastructure.

4. Conclusion:

- 4.1 The review of the priorities and leadership capacity of the Growth and Development Directorate has shown that clarity is required for some key areas beyond the more functional areas related to planning development and housing, especially in light of emerging priorities.
- 4.2 These proposals provide the leadership focus, accountability and capacity required for future growth to ensure a more inclusive economy for Manchester residents.
- 4.3 In recognising these additional responsibilities and revised accountabilities job evaluation indicates that it is appropriate for the two proposed Director posts to be graded at SS4 Band. This also provides for greater equity and consistency within the senior management team of the directorate.

- 4.4 Moving appropriate resources from Policy, Performance and Reform (PPR) to the Growth and Development Directorate provides alignment and greater connectivity of capacity for delivery but also requires cross functional working in line with these senior roles. It is recognised that it is a change to previous thinking but is due to the changing context and pace.

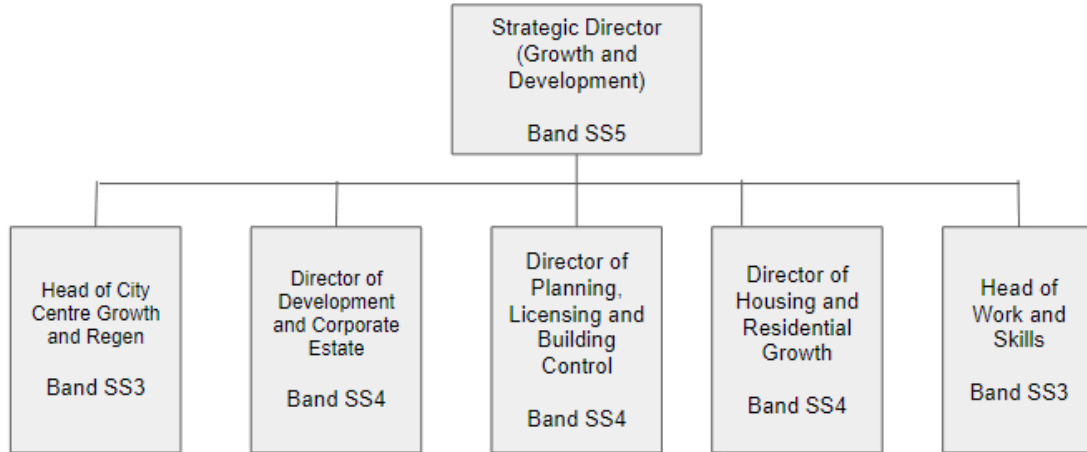
5. Comments from the Director of HROD

- 5.1 As set out in the context of this report, the challenges and opportunities facing the city now and going forwards, require a robust organisational platform to be put in place in support of the appointment of new Strategic Director.
- 5.2 These are designated as regrades as the current post holders have been carrying out the identified additional work. The Council's senior manager job evaluation process has been applied in reviewing the proposed roles and grades. Appropriate policies have been considered in developing these proposals and the posts align to the Council's senior management structure.
- 5.3 As the proposed Director posts are evaluated at salaries over £100,000 there is a requirement for the full Council to approve any recommendation from the Personnel Committee in relation to the grades.

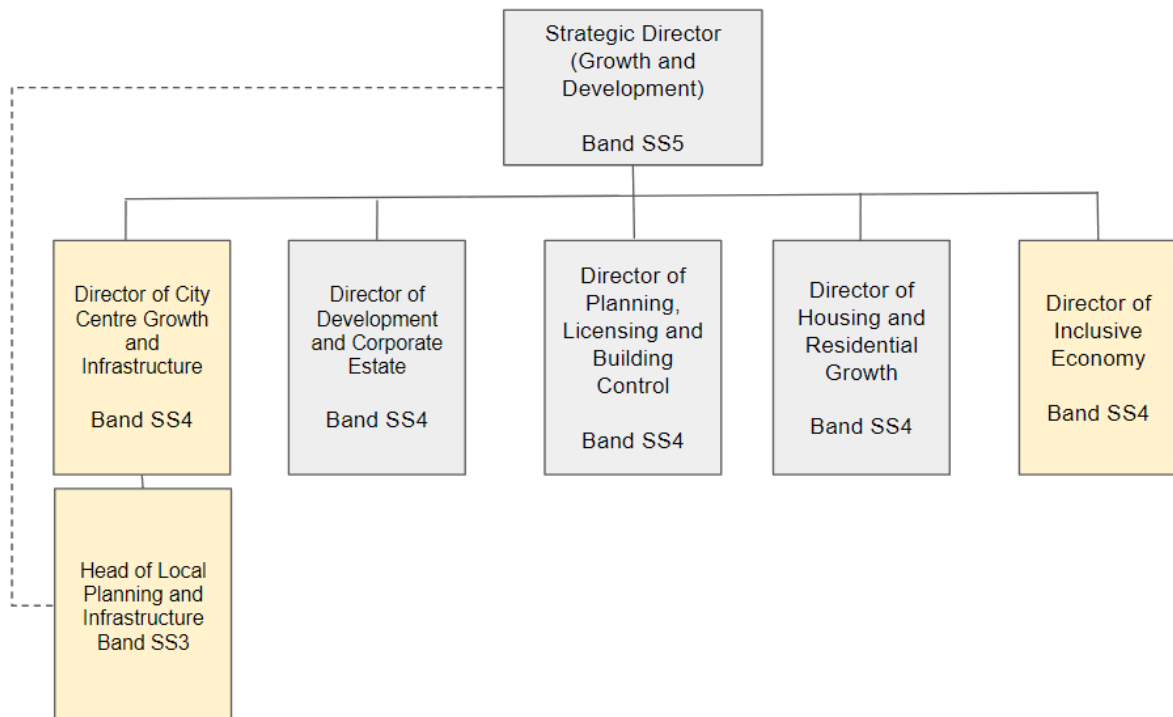
Comments from Trade Unions

to be provided.

Appendix 1 - Current Structure



Appendix 2 - Proposed structure - (also see appendix 2 a over page)



**Appendix 2a - Proposed structure -
(Director of City Centre and Infrastructure direct reports)**

