

**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.

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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.