

**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.
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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.

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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.

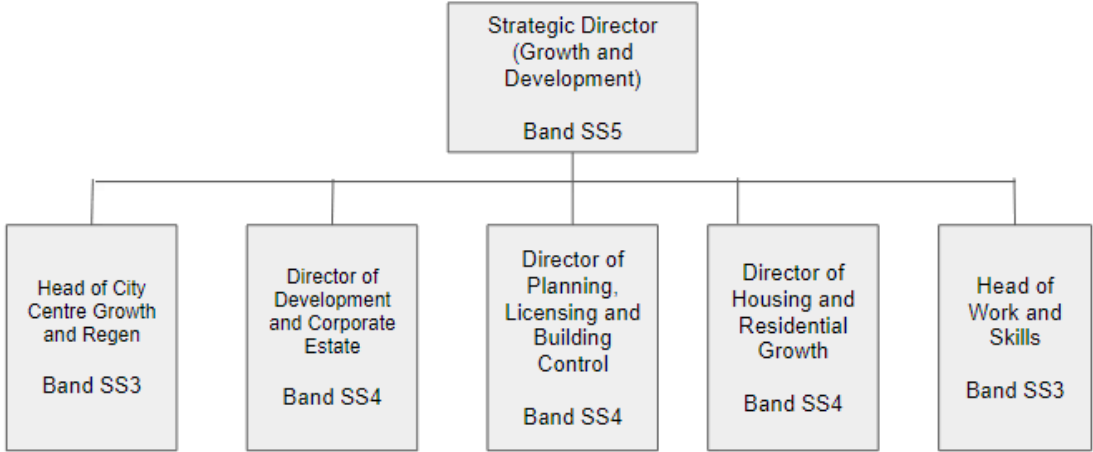
5.2 These are designated as regrades as the current post holders have been carrying out the identified additional work. The Council's senior manager job evaluation process has been applied in reviewing the proposed roles and grades. Appropriate policies have been considered in developing these proposals 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.

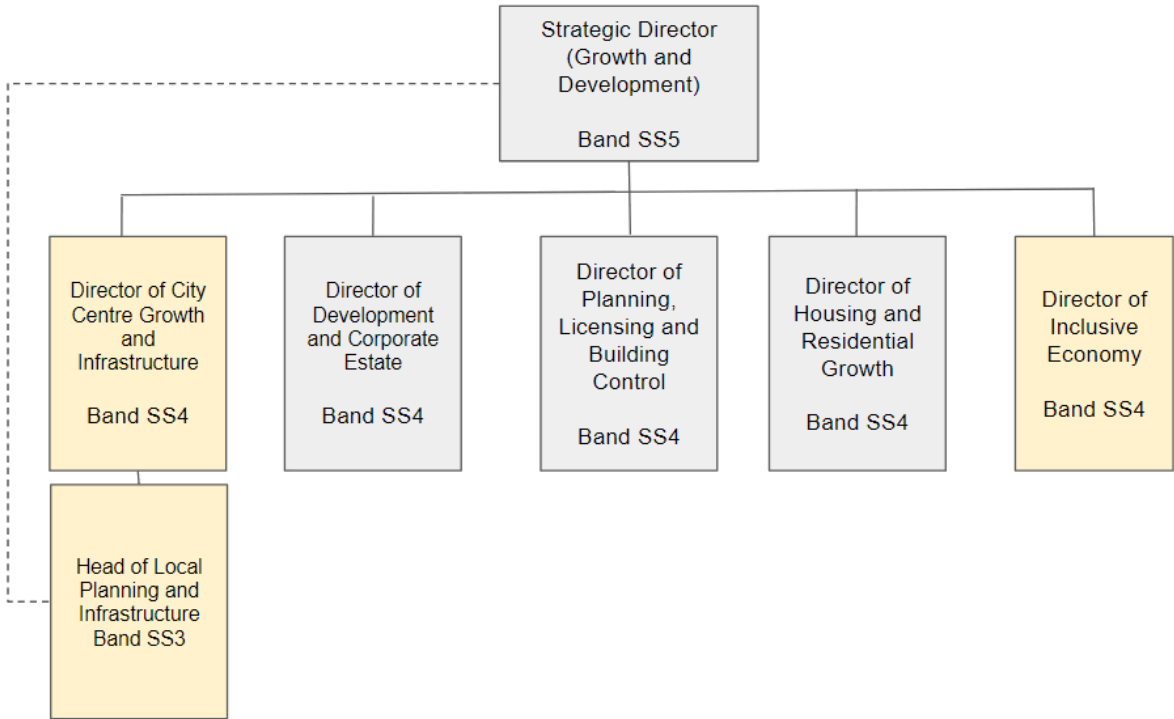
Comments from Trade Unions

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)**

