

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 31 May 2023

Subject: Creation of a new post – Director of Communities

Report of: Director of Human Resources, Organisation Development & Transformation

Summary

The current Neighbourhoods Directorate plays a key role in supporting the delivery of the Our Manchester Strategy. This includes the creation of sustainable, safe, resilient, and cohesive neighbourhoods, with good quality green spaces, and accessible culture and sporting facilities.

At its meeting on 16 February 2022 the Personnel Committee approved the creation of a new post of Director of Neighbourhood Delivery, bringing the number of direct reports into the Strategic Director Neighbourhoods to four, to sit alongside the Director of Highways, Director of Housing Operations and the Director of Commercial and Operations. However, with the departure of the Director of Commercial and Operations it is necessary to review the senior structure and alignment of services.

Recommendations:

The Committee is requested to:

- (1) Recommend to Council the creation of new post, Director of Communities grade SS4 Grade (£101,996 to £112,411).
 - (2) Note the disestablishment of Director of Commercial and Operations grade SS4.
 - (3) Note the re-alignment of services to each Director position.
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Wards affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The changes will strengthen the Directorates response to the declared climate emergency by establishing leadership on the plan for making carbon reduction.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The effective use of staffing resources underpins the Council's activities in support of its strategic priorities as set out in the Corporate Plan which is underpinned by the Our Manchester Strategy. Providing the leadership and focus for the sustainable growth and transformation of the City's neighbourhoods' and highways.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The leadership changes will ensure a stronger emphasis on residents being connected to the employment opportunities across the city
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Strengthening the leadership capacity to create places where residents actively demonstrate the principles of Our Manchester through participation and take responsibility for themselves and their community whilst encouraging others to do the same, supported by strong and active community groups.
A liveable and low carbon city: a destination of choice to live, visit, work	The Directorate changes will assist in creating places where people want to live with good quality housing of different tenures and effective use of the highways network; clean, green, safe, healthy, and inclusive neighbourhoods; a good social, economic, cultural offer and environmental infrastructure.
A connected city: world class infrastructure and connectivity to drive growth	The changes will ensure residents, neighbourhoods, businesses and goods connect to local, national, and international markets. Through working with partners both internally and externally maximise the impact of the provision of new and enhanced physical and digital infrastructure.

Financial Consequences – Revenue

The cost of the new post will be in the range of £132,359 - £146,003, including employer on costs. This will be funded from realigning existing approved budgets through the deletion of the deletion of the Director of Commercial and Operations Director post.

Financial Consequences – Capital

None

Contact Officers:

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Background reports and policies (available for public inspection)

None

1.0 Background

- 1.1 The Neighbourhood's directorate has long had an extremely broad and varied set of services. Over the last 2 years there have been significant changes within the directorate; including the transfer in of Northwards Housing bringing the management of 13,000 council owned social homes in North Manchester back under the direct management of the Council and aligning it under Director of Housing Operations with the Council's Homelessness Service.
- 1.2 We have committed, via the Our Manchester Strategy, to create sustainable, safe, resilient, and cohesive neighbourhoods, with more affordable housing, good-quality green spaces, and accessible culture and sporting facilities. We will work with colleagues and partners to achieve our zero-carbon ambition by 2038 at the latest, via green growth, low- carbon energy, retrofitting buildings, green infrastructure, and increasing climate resilience.
- 1.3 At its meeting on 16 February 2022 the Personnel Committee approved the creation of a new post of Director of Neighbourhood Delivery bringing the number of direct reports into the Strategic Director Neighbourhoods to four, to sit alongside the Director of Highways, Director of Housing Operations and the Director of Commercial and Operations. Following the appointment of the new Strategic Director for Neighbourhoods, a review has been undertaken to determine the optimum reporting arrangements for the services within the Directorate, working within existing resourcing levels. The review, coupled with the departure of the Director of Commercial and Operations, has provided an opportunity to consider the approach and reporting arrange to ensure that the accountabilities are apportioned more appropriately.
- 1.4 A stronger emphasis on communities, Bringing Services Together, communication and engagement with our residents is required and as a result a realignment of resources is required to support this ambition. There is no intention to reduce the number of FTEs within the directorate, however a recent review of existing roles and priorities has resulted in the following rationale for each of the four areas of responsibility.
- 1.5 **Neighbourhood Delivery**
Responsible for the operational delivery of services which ensure that we have clean, well-maintained, and vibrant neighbourhoods. These are universal services which are accessible and maintain standards for all. Maximising the value of the Council's community and cultural assets to improve: the environment; the literacy and skills of residents; outcomes for young people; health and physical activity levels of residents; and digital inclusion.
- 1.6 **Highways & Parking**
Responsible for managing, maintaining, and improving the highway and public spaces for the current and future needs of the city, embracing the Council's commitment to green and blue infrastructure and carbon reduction. These are services relating to: maintaining the highways and public realm; improving network management; delivering active travel plans,

delivering capital highways improvements; managing parking; and highways enforcement.

1.7 **Housing Operations**

Responsible for delivering the 'A Place Called Home' strategic priorities, providing a resident led focus; delivering high quality social housing services; and contributing to creating welcoming, safe and vibrant neighbourhoods. The service is also seeking to make Homelessness a rare occurrence; increasing prevention and early intervention; minimising homelessness as brief as possible; improving temporary and supported accommodation; make the experience a one-off occurrence; and increase access to a settled home.

1.8 **Communities**

Responsible for putting place and residents at the heart of creating vibrant and safe neighbourhoods, facilitated by collaborating across the Directorate, the wider Council, partner organisations, residents, community groups and businesses. Ensuring basic services are effective and that place-based priorities are leading to improving life chances for all. Utilising our full enforcement powers to take action to improve neighbourhoods. Leading the Our Manchester approach to community engagement and communication and achieving compliance, working with residents and businesses, and giving them the chance to get it right and help make our neighbourhoods places safer and places where people want to live, work and socialise.

1.9 We understand that as an employer we need to find a balance between encouraging, growing and supporting the talent that already exists in our workforce, with broadening and diversifying our workforce by adding new perspectives from outside the Council. Neighbourhoods has been investing in talent development for several years and so the initial recruitment approach for the post would be internal advertisement and only if unsuccessful, would we go to external recruitment.

2.0 **Proposals**

2.1 In determining what is needed for the future, consideration has been given to the following principles;

- Rebalancing spans of control within the Neighbourhoods Directorate and ensuring services are appropriately aligned.
- Using the structure as far as possible to support the Our Manchester behaviours.
- Creating clear pathways for talent development.

3. **Conclusion**

3.1 Personnel Committee are requested to:-

- (1) Recommend to Council the creation of new post, Director of Communities grade SS4 Grade (£101,996 to £112,411).
- (2) Note the disestablishment of Director of Commercial and Operations grade SS4.
- (3) Note the re-alignment of services to each Director position.