

**MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION**

COMMITTEE:	Personnel Committee
DATE:	27 October 2010
SUBJECT:	Restructure of the Environmental Strategy Service and the Consolidation of the Campaigns and Community Engagement Functions.
REPORT OF:	The Strategic Director of Neighbourhood Services

PURPOSE OF REPORT

This report sets out the business case for restructuring the Environmental Strategy Service within Neighbourhood Services. This includes re-aligning a number of teams and creating a small number of new roles. The latter will ensure the Council fulfills its' strategic leadership role with regards to carbon reduction, the provision, co-ordination and delivery of the city's climate change action plans and the capacity to continue to lead and support projects across various services. It also seeks to set up a Directorate wide Campaigns and Community and Engagement Function to provide a service which supports the whole of the department and provides a consistent corporate approach.

RECOMMENDATIONS

1. To approve the principle of restructuring the Environmental Strategy Service including the integration of the Energy Savings Trust Advice Centre (ESTAC) and Housing Energy teams and the transfer of part of the Environmental Campaigns team to create a separate Campaigns and Community and Engagement Function serving the whole of Neighbourhood Services Directorate.
2. To approve the establishment of the position of Head of Climate Change, Buildings & Energy on a salary of circa £56,934, to lead the teams dedicated to improving the environmental performance of buildings and increasing energy generation, distribution and management and to deputise as required for the Head of Environmental Strategy.
3. To approve the assimilation of the former Assistant Director (Private Sector Housing) into the above position on a pay protected salary.
4. To formalise the position of the Acting Campaigns Manager on her current salary of circa £56,934 and to redesignate this post as Senior Communication Commissioner, Campaigns and Community Engagement.

5. To delegate to the Strategic Director, Neighbourhood Services, in consultation with the Assistant Chief Executive – People, the authority to develop job descriptions for the new posts proposed in this report and to effect arrangements for appointment in line with normal City Council policies and practices.

FINANCIAL CONSEQUENCES FOR THE CAPITAL AND REVENUE BUDGETS:

The costs of changes outlined in this report will be met within resources identified within the current business plan. An increase in mainstream funding was agreed for this service in April 2010; this will cover the costs of the new positions in the structure.

There is no change to the Council's commitment to the externally-funded Energy Savings Trust Advice Centre team being transferred into this service. However, there will be improved opportunities to maximize the maintenance of this team's work in the likely event of the external funding being reduced.

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BACKGROUND DOCUMENTS:

None

WARDS AFFECTED:

All wards.

IMPLICATIONS FOR KEY COUNCIL POLICIES:

Anti-poverty	Equal Opportunities	Environment	Employment
Nil	Nil	see below	Nil

These changes will enable the Council to further develop its key policies on the environment and to progress delivery of these policies across all departments of the Council, with its partners in the city and Greater Manchester and in relation to national and international environmental policy.

1. INTRODUCTION & BACKGROUND

- 1.1 Since 2008, the Council has made an increasingly substantial commitment to the climate change agenda and to leading the city's drive to achieving a rapid transition to a low carbon city and securing the economic benefits of 'first mover advantage'. This agenda is a key strand of future strategy for both the city and Greater Manchester.
- 1.2 The progressive and inclusive stakeholder approach adopted through 2009 has begun to integrate this work with the key elements of the Community Strategy. The climate change action plan, *Manchester – A Certain Future*, launched in December, represents ambitious targets and an innovative approach that places the Council at the centre of a process of substantial change involving partners from all sectors in a co-ordinated long-term programme of planning and delivery.
- 1.3 The Council has a dual leadership role. It needs to act as the co-ordinator for stakeholder activity across the city and it needs to develop and deliver its own services as an exemplar of low carbon thinking and behaviour. This will be delivered through its own Delivery Plan, to be submitted for Executive approval in October 2010. In addition, there is also a third role of increasing importance – that of acting as a leader and key participant in strategies across the city region.
- 1.4 The Environmental Strategy service fulfils these planning and co-ordinating functions for the Council. This includes maintaining an overview of environmental issues and opportunities - and those that affect CO2 emissions in particular. The service drafts and monitors plans and performance indicators, supports and co-ordinates internal and external partnerships, and develops programmes and policy opportunities to drive forward the evolution of Manchester as a 'green city', a leader in the low carbon economy.
- 1.5 Fulfilling these functions entails promoting awareness and understanding and embedding climate change actions in business processes and service delivery in all parts of the Council. At the same time, the service needs to support and develop partnership and project activity, so that momentum towards a low carbon economic future for Manchester can be generated and maintained across the city and city region. It is essential, therefore that the appropriate structure and resources are in place within the Environmental Strategy service.
- 1.6 This need has been recognised by adoption of the environment as one of the Council's key policy priorities and, in April, by the Executive Committee's approval of increased mainstream funding for 2010/11 (£200k), 2011/12 (£100k) and 2012/13 (£100k) and of a commitment to make a revenue reserve available to pump prime delivery of priority activities.
- 1.7 The Neighbourhood Services Directorate is undergoing a significant transformation and initial development has affirmed the benefits of integrating energy teams formerly in Private Sector Housing into the Environmental

Strategy service. It has also indicated that neighbourhood campaigns activity can be more effectively delivered by a dedicated campaigns and community engagement function providing a more integrated role across the whole Directorate.

1.8 Neighbourhood services has already begun to bring together the functions of complaints management and commissioning of communications to enable a more responsive approach for the future. This mirrors the corporate template for managing these areas. We are proposing to redesignate the Campaigns Manager post, (as per recommendation point 4 in this report) to manage these functions on behalf of the directorate. It is proposed that the current acting Campaigns Manager be assimilated into this role on her current salary following a 2 year act up period.

- The new thematic area of service will enable a far more joined up approach to customer engagement and service across the NS directorate.
- The new service will be able to build on initiatives such as the Proud of Manchester programme, which has a corporate agenda and will benefit from strengthened support across NS.
- The service will be fit for purpose to reflect national priorities such as the Big Society and will be able to provide more effective support to new corporate community initiatives such as the Community Force concept.
- It will enable a much stronger relationship with corporate and cross council communications.

1.9 It is the intention that through the Neighbourhood Services transformation programme staff from across the Directorate who fulfil duties around campaigns, events, marketing and communications commissioning will be brought together.

1.10 If approved, all current roles will be filled from within existing resources enabling skills of existing staff to be used in support of the improved service. As new roles are implemented reach out techniques under the ***m people*** process will be used to secure the skills required.

2 PROPOSED NEW STRUCTURE

2.1 It is proposed to create a new structure for the Environmental Strategy service. This new structure allows for a modestly expanded service that will be necessary to meet the city's ambitious targets. This expanded service will:-

- Increase strategic capacity. Given the rapid expansion of need, opportunity and workload on this agenda and its higher status as a priority policy objective of the Council, the work on climate change and other environmental policies needs further experienced staff dedicated to the work.
- Create a more experienced senior team with additional skills and expertise in the energy and buildings sector, carbon metrics and liaising with

business and in the process retain the skills of an experienced manager and staff.

- Integrate functions currently not in the Environmental Strategy service, where these can be better delivered and focussed and where there are increased opportunities for attracting external income, reducing duplication and realising future efficiencies.
- Increase effectiveness and reduce duplication. One focussed on developing and driving a corporate approach to energy and buildings, both in the Council and across the city. The other focussed on working with people in neighbourhoods, schools, and businesses, developing and driving behaviour change and supporting change in the green environment and transport.
- Create the ability to maintain a focus on two 'theatres' of activity with different stakeholders all of whom need support, guidance and direction. One internal, focused on the Council's own delivery plan; the other external, focused on leadership, co-ordination and partnership amongst organisations and neighbourhoods across the city. Both need to maintain active links with city region initiatives.
- Creates a service with two sections, one focused on energy and the built environment and one focused on people, organisations and the 'green' environment. It incorporates the ability to co-ordinate all the expertise on both the city and the Council's agenda by giving two Project Managers an explicit responsibility to co-ordinate the service's work internally and externally.

Specifically the new structure:-

- Merges the existing ESTAC and Housing Energy teams currently in the Private Sector Housing service with a part of the Green City team to create a new Climate Change: Buildings & Energy Section.
- Creates a new senior post to lead the Buildings & Energy section and deputise for the Head of Service – to be filled from internal sources.
- Further increase senior capacity in the service by disestablishing one manager post and creating three new ones including a specialist Energy Planner.
- Maximise the opportunity to re-deploy existing staff and, in line with allocated budget increases, provides for phasing the introduction of new posts in energy planning, metrics, business engagement and resources over the next two years, offering the opportunity for **m people** reach out to fill the roles.

- Transfer the neighbourhood campaigns function out of the Environmental Strategy service into Business Support so that it can provide a more integrated service across all of Neighbourhood Services.

3 NEW SENIOR POST

- 3.1 Within the new structure it is proposed to establish a new senior post of Head of Climate Change, Buildings & Energy at a salary of circa £56,934. This post will enable the retention of current skills.
- 3.2 The scope and diversity of the Environmental Strategy Service and the importance of engaging externally and internally at a senior level underlines the need for increased senior capacity. The service's work on buildings and energy also requires particular leadership: the majority of CO2 emissions emanate from buildings and energy and this is reflected in three priority areas of partnership activity emerging from *Manchester – A Certain Future*.
- 3.3 Work on energy, retrofitting in housing and retrofitting in public and commercial properties all represent substantial areas of work that entail significant partnership and programme development. It is critical that the Council is able to progress its leadership role in this sector, developing relationships, plans, investments and processes to realise the opportunities for driving the low carbon economy through programmes such as those agreed in Greater Manchester's LCEA Delivery Plan.
- 3.4 The restructure of Private Sector Housing has led to the proposed transfer of the ESTAC and Housing Advice teams into the service. It has also created the opportunity to second the redeployed Assistant Director of Private Sector Housing into the Service and, subject to the post being approved it is proposed to assimilate the post-holder into the new post.

4. COMMENTS OF THE HEAD OF PERSONNEL

- 4.1 I confirm that I agree with the proposals contained within this report to provide a robust framework to increase the Directorate's capacity to deliver on the Environmental Strategy agenda and to introduce a more responsive approach to the complaints, commissioning and community engagement function.
- 4.2 The salaries proposed are considered to be commensurate with the professional responsibilities required at this level of management. The creation of the new service enables existing costs to be offset
- 4.3 I will ensure that appropriate support is given to the Strategic Director of Neighbourhood Services to progress all arrangements for implementing the proposals and appropriate changes arising from them.

5. COMMENTS OF THE TRADE UNION

- 5.1 The Trade Unions are supportive of the report and welcome the opportunity to re-deploy existing staff and, in line with allocated budget increases, introduce

new posts in energy planning, metrics, business engagement and resources over the next two years.