

**MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION**

REPORT TO: PERSONNEL COMMITTEE

REPORT OF: STRATEGIC DIRECTOR OF NEIGHBOURHOOD SERVICES

DATE: 13 NOVEMBER 2007

SUBJECT: REVIEW OF MANAGEMENT ARRANGEMENTS, TRADING SERVICES DIVISION, NEIGHBOURHOOD SERVICES DIRECTORATE.

PURPOSE OF REPORT

To consider revised senior management arrangements for Catering Services, Town Hall Services and Civil Contingencies. The proposals recommend the disestablishment of the existing posts of Head of Catering Services and Assistant Director (Civil Contingencies and Town Hall) and the creation of two new posts of Head of Catering and Town Hall Services and Head of Civil Contingencies.

RECOMMENDATIONS

The Committee is recommended to:

1. Approve the disestablishment of
 - (i) the Head of Catering Services (Grade 10 +20%).
 - (ii) the Assistant Director (Civil Contingencies and Town Hall) (Grade 10 +20%).

2. Approve the establishment of new posts of
 - (i) Head of Catering and Town Hall Services at a salary of £50,000.
 - (ii) Head of Civil Contingencies, Grade 10 + 10% (£40,287 - £43,035).

3. Delegate authority to the Strategic Director of Neighbourhood Services in consultation with the Head of Corporate Personnel responsibility for agreeing job descriptions and arrangements for recruiting to these new posts.

4. Note the Strategic Director of Neighbourhood Services' intention to review the remaining direct senior line management reports currently reporting to the Head of Trading Services over the next 18 months and bring forward further proposals as appropriate.

FINANCIAL CONSEQUENCES FOR THE REVENUE BUDGET

The proposals in this report are cost neutral.

FINANCIAL CONSEQUENCES FOR THE CAPITAL BUDGET

None

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BACKGROUND DOCUMENTS

None

WARDS AFFECTED

All

IMPLICATIONS FOR

Anti-Poverty	Equal Opportunities	Environment	Employment
No	No	No	No

1. INTRODUCTION

- 1.1 The Head of Catering Services post is currently vacant following the appointment of the previous postholder to Head of Trading Services. The Head of Catering Services post was originally created in 2000 following a review of City Catering Organisation arising from the changes in funding arrangements to schools (*Fair Funding*), the demise of Compulsory Competitive Tendering and the introduction of *Best Value*. During the past seven years detailed management arrangements have been reviewed at an operational level to reflect the number of contracts and level of business, but no changes have been made at senior management level.
- 1.2 The Assistant Director (Civil Contingencies and Town Hall Services) post was created in 2005 when the previous role of Head of Town Hall Services extended to incorporate responsibility for Civil Contingencies. The Assistant Director (Civil Contingencies and Town Hall) post has now become vacant following the appointment of the postholder to the position of Civil Contingencies Strategy Manager, an AGMA funded post.
- 1.3 These vacancies therefore provide the opportunity to:
- Review the senior management arrangements across Catering Services, Town Hall Services and Civil Contingencies.
 - Separate the management of Town Hall Services from the Civil Contingencies function
 - Establish structures to more closely reflect the needs of these areas.
- 1.4 The Head of Trading Services currently has seven posts as direct reporters. This in itself is challenging and a rationalisation of the number of service heads will be required in due course. It is not proposed to bring forward proposals to review the remaining Trading Services senior management arrangements at this stage, as there are a number of operational factors outlined below which underpin why a deferred review is appropriate:

1.4.1 Community Transport

The service is currently subject to an MIP review of the management and operation of the client and contractor arrangements. The client function currently lies within the Education Service, whilst service delivery including management of the drivers and bus escorts is within Trading Services Community Transport Section. The findings of the review will inform decisions regarding the future direction of this service.

1.4.2 **Manchester Contracts**

MEDC, who commission 90% of the work undertaken by Manchester Contracts (valued in excess of £8 million), are about to commence their Service Improvement Project. The recommendations from this review will ultimately decide the future of Manchester Contracts. The outcome of the review is not likely to become clear until Spring 2008.

1.4.3 **City Works**

The remaining Response Maintenance Section of the City Works portfolio is in the process of being transferred to Local Housing Companies over the next 18 months. There is still a significant amount of work involved in managing this transfer at a senior management level to ensure stable support and a seamless transfer.

1.4.4 **Supplies Section**

This service currently provides a range of services including purchasing, procurement, stores, and fleet hire/workshops. At present the service has a number of short-term fleet management and supplies contracts, which are due to expire between six months and three years. The service is currently seeking to develop new business strategies linked to the future development of the new Local Housing Companies. It is envisaged a review of this service will be required over the next 18 months as the balance of the City Works employees and assets are transferred to the Local Housing Companies.

1.4.5 **Street Scene Services and Manchester Markets**

Street Scene Services and Manchester Markets have recently been restructured and it is not proposed to make any further structural changes at senior management level in the foreseeable future.

- 1.5 The process of reviewing the senior management arrangements within Trading Services clearly needs to be undertaken in accordance with the ongoing needs of the business and in a timely manner. With this in mind, the Committee is asked to note the Strategic Director of Neighbourhood Services and the Director of Commercial Services will review the remaining direct senior line management posts currently reporting to the Head of Trading Services over the next 18 months and bring forward proposals that will deliver synergies across services and create a cohesive management team.

2. NEW POST OF HEAD OF CATERING AND TOWN HALL SERVICES

- 2.1 It is proposed that a new post of Head of Catering and Town Hall Services, is created. The creation of this post will bring together two

similar operational portfolios that will encompass a full range of facilities management services. The proposals will ensure:

- The City's premiere heritage asset retains a trading focus that maximises its contribution to the general fund, whilst also benefiting from best practice in customer services developed within catering services as it retains its place as a leading service provider within a highly competitive trading environment. Other synergies will include opportunities to further integrate the delivery of front of house services across some of the City's most important historic buildings, including Wythenshawe Hall. Catering Services remains a highly demanding environment operating in a fast changing and complex context that continues to be at the forefront of Government and public agendas. This post will make a major strategic contribution to both the city centre and local neighbourhood agendas
- The creation of synergies between the two services to drive further efficiencies at an operational level, whilst also following best practice models in facilities management. By reporting into a single post it is envisaged that even closer working will deliver a seamless service to customers with an increased customer focus.
- The separation of the operational demands of managing the Town Hall Complex from the Civil Contingencies function. This will facilitate an improved focus on civil contingencies, whilst avoiding the post being drawn into day-to-day responsive requirements in the Town Hall to the detriment of the Civil Contingencies function.

2.2 A salary of £50,000 is proposed for this post. The postholder will be a member of the senior management team, responsible for catering trading with a turnover of circa £14 million, a Town Hall budget of circa £6 million and services delivered by over 1,000 employees.

3. NEW POST OF HEAD OF CIVIL CONTINGENCIES

3.1 The profile of civil contingencies is increasingly being raised as national and international risks escalate e.g. due to severe weather, international terrorism, projections for pandemic influenza. These issues have highlighted the need to strengthen resilience within Local Authorities. Manchester City Council is a Category 1 responder and under the Civil Contingencies Act 2004 is required to:

- Assess the risk of emergencies and use this to inform contingency planning
- Put in place emergency plans and business continuity arrangements and provide information to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency

- Share information with other local responders to enhance coordination and efficiency
- Provide advice to businesses and voluntary organisations about business continuity management.

3.2 With the appointment of the Assistant Director (Civil Contingencies and Town Hall Services) to a new role there is an opportunity to review the senior management structure of the Civil Contingencies Unit and to ensure it is appropriate for the needs of the City in addressing the above and future challenges.

3.3 The current Assistant Director post is notionally apportioned to allocate 60% of its time on Civil Contingencies. Given the potential risks and impact on the City, this level of management resource this is now considered to be insufficient and the role now requires a wholly dedicated full time resource. Furthermore, as the responsibilities and profile of this role have substantially increased it will require an individual with exceptional analysis and planning skills to ensure effective Civil Contingency Plans are in place and that these are integrated into multi-agency planning arrangements at local, county and regional levels.

3.4 It is proposed to create a Head of Civil Contingencies at a salary of Grade 10+ 10% (£40,287 - £43,035) to provide full time support to the Strategic Director (Neighbourhood Services) in ensuring the City is prepared for emergencies and has robust business continuity arrangements in place. Subject to the Committee agreeing to the assignment of this post, it is recommended delegated authority be granted to the Strategic Director (Neighbourhood Services) in consultation with the Head of Corporate Personnel and the Director of Commercial Services to develop proposals for the remainder of the Civil Contingencies Unit to ensure it remains fit for purpose.

4. APPOINTMENT TO THE POST

4.1 It is proposed that these posts are advertised externally in order to attract and secure candidates of a high calibre. The Head of Corporate Personnel will support the Strategic Director (Neighbourhood Services) in this recruitment process and the Committee are requested to agree that the commencing salary for the Head of Civil Contingencies may be increased marginally should this prove necessary to secure the appointment of an exceptional candidate.

5. CONCLUSIONS

5.1 The creation of the post of Head of Catering and Town Hall Services will bring together two operational portfolios that will encompass a full range facilities management services. The proposals will ensure that the City's

premiere heritage asset retains a trading focus that maximises its contribution to the general fund, whilst also benefiting from best practice in customer services developed within catering services as it retains its place as a leading service provider within a highly competitive trading environment.

- 5.2 The proposal for a dedicated post of Head of Civil Contingencies will equip the City to prepare for possible emergencies, building internal resilience within the Council and working with communities to ensure the City Council has the capacity and capability to respond to major disruption. The post holder will be required to drive a proportionate, effective and integrated response to the risks the City faces.

6. COMMENTS OF HEAD OF CORPORATE PERSONNEL

- 6.1 I have worked closely with the Strategic Director of Neighbourhood Services in developing these proposals, which will strengthen the management arrangements within the Catering, Town Hall and the Civil Contingency service functions. The proposed changes are cost effective and will enable the Directorate to focus and maximise the trading potential of its Catering and Town Hall Service trading areas by utilising the synergies, which exist between both trading operations. The changes within the Civil Contingency Service will strengthen the Authority's capacity to meet its civil contingency obligations and will also support a more robust and effective response to local, regional and national incidents and emergencies.
- 6.2 I support the establishment of two new posts of Head of Catering & Town Hall Services (£50,000) and Head of Civil Contingencies (Grade 10+10%). I consider the salaries proposed for these posts are appropriate and in line with comparable posts across the organisation, and will ensure that applications are secured from suitable high calibre candidates with the appropriate mix of skills, attributes and experience.
- 6.3 I will support the Strategic Director of Neighbourhood Services and the Director of Commercial Services in developing appropriate Job Descriptions, Person Specifications and recruitment process in order to appoint to these new positions.
- 6.4 I will continue to support the Strategic Director of Neighbourhood Services and Director of Commercial Services to develop fuller proposals for the review of the remaining management posts within the Trading Services organisation.

ATTACHED AS APPENDICES

1. Current organisation chart for Trading Services Division

2. Proposed organisation chart for Trading Services Division