

WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE

22ND NOVEMBER 2011

SUBJECT:	DELIVERING THE INVESTMENT STRATEGY
WARD/S AFFECTED:	ALL
REPORT OF:	ACTING DIRECTOR OF REGENERATION, HOUSING AND PLANNING
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR PHIL DAVIES REGENERATION AND PLANNING STRATEGY
KEY DECISION?	

1.0 EXECUTIVE SUMMARY

- 1.1 This report informs Members of proposed changes to the establishment of the Investment Strategy Team in the Regeneration, Housing and Planning Department; consequent on the decision of Cabinet on 21st July (Minute 78 refers) to endorse a refreshed Investment Strategy. The delivery of the Investment Strategy is essential to the economic future of the borough and the purpose of this re-structure is to ensure that the key investment projects are managed in the most effective way possible.

2.0 RECOMMENDATION

- 2.1 Members are asked to approve the changes to the establishment of the Investment Strategy Team.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 Members of the Committee are asked to note the importance of the delivery of the Investment Strategy and the associated projects. The re-structure of the Investment Strategy Team will allow the Acting Director of Regeneration, Housing and Planning to deliver a range of strategic initiatives, including the facilitation of Wirral Waters, the delivery of the Enterprise Zone and a number of key investment activities that will drive economic growth within the Borough. Without this re-structure, the Councils involvement in the delivery of these projects would not be as effective. The recruitment of an Inward Investment Manager (approved by committee 8th September minute 27) is underway, and this post will report to the Investment Strategy Manager.
- 3.2 The structure of the Investment Strategy Team is shown at the Appendices:

Appendix One: Investment Strategy Team structure as at September 2011
Appendix Two: proposed Investment Strategy Team structure

4.0 BACKGROUND AND KEY ISSUES

- 4.1 At its 21st July 2011 meeting, Cabinet received a Wirral Investment Strategy 2011-2016 report (Minute 78 refers) that set out a refreshed approach for the delivery of the Investment Strategy, enabling the Council to effectively take forward its economic development objectives.
- 4.2 Wirral's Investment Strategy, originally published in 2007, recognises that a successful economy is fundamental to the Borough's future prosperity and to achieve social equity outcomes. The Strategy aims to deliver a Borough founded on a strong, vibrant economy, with high levels of employment and investment, where businesses flourish, and all Wirral residents have the skills and opportunities to work.
- 4.3 Wirral's updated Investment Strategy demonstrates that Wirral is a Borough with enormous potential and opportunity. Wirral has seen significant improvements in its delivery activities since the inception of the Investment Strategy and the Council has also been able to continue to improve its ability to respond to investment opportunities, working with strategic partners and enhancing its interface with the private sector during difficult economic conditions.
- 4.4 However, we are clear that much still remains to be done to deliver the significant opportunities available to the Borough. Co-ordinated and effective actions are required to achieve this and to provide the necessary uplift in economic performance. Our refreshed Investment Strategy shows that achieving this uplift will require activity that both:
- Supports the underlying conditions for economic growth and tackling worklessness. These are set out in the strategic actions of the Investing in Wirral's People and Places themes;
 - Enables investment and business growth that plays to the Borough's competitive strengths – Investing in Wirral's Business.
- 4.5 However, the approach needs to facilitate the following:
- A greatly improved interface between council departments and the private sector to capture investment resulting from the co-ordination of activity through the Investment Strategy team and Invest Wirral;
 - The prioritisation of key regeneration activity to ensure a focused approach to investment;
 - More effective use of resources through a targeted approach to interventions;
 - Greater internal co-ordination to enable more efficient engagement with government on renewal and regeneration matters.
- 4.6 Wirral is in a strong position to capitalise on the significant investment opportunities have move into development or that will need further facilitation over the next five years. Whilst the majority were outlined in the Investment Strategy document supported by Cabinet in July, the work being done by Wirral Council and its partners may well result in other exciting projects and activities being brought forward.

- 4.7 In order to deliver the refreshed Investment Strategy, there is a need to co-ordinate resources to deliver against the priorities.
- 4.8 The vacant post of Economic Projects Manager will be advertised internally with immediate effect.
- 4.9 Additionally, in order to support the delivery of the Investment Strategy, it is also recommended that the following changes are proposed for the Investment Strategy Team:
 - 4.10 That the Regeneration Programmes Manager formally moves into the Investment Strategy Team to become the Strategic Investment Programmes Manager with immediate effect, remaining at their current grade.
 - 4.11 That a Strategic Investment and Partnerships Manager post (EPO8 £49,037) is created within the Investment Strategy Team and that the Strategic Policy Manager postholder, currently located within the Economic Policy Team, is moved into this role on a permanent basis after operating in this role on a temporary basis since April 2010. This role has led the development process for the Wirral Waters Enterprise Zone proposals, supported the development of the Inward Investment activities and managed all of the external partnership duties relating to Economic Development across Wirral, the Liverpool City Region and the Mersey Dee Alliance. This role provides key support to the strategic projects being developed in partnership with Peel Holdings as well as a range of other sector development activities such as offshore wind. The Strategic Policy Manager establishment post will then be deleted.
 - 4.12 To reflect the overall changes to the team, the Investment Strategy Manager post will increase from its current grade at EPO8 (£49,037) to EPO10 (£50,947) to reflect the increase in management duties.

5.0 RELEVANT RISKS

- 5.1 The proposed changes to the Investment Strategy Team recognise the need to make savings across the department whilst continuing to improve services to business partners and stakeholders and negate the need to create new posts within the establishment of the Department of Regeneration, Housing and Planning.
- 5.2 Wirral Council and its partners have worked extremely hard to create the conditions for economic growth and the major projects now moving into delivery stage will be compromised if the Council were not able to facilitate delivery in an effective way.
- 5.3 Specifically, the successful implementation of the Enterprise Zone is dependant on ensuring that the key elements are in place to support Peel Holdings,

6.0 OTHER OPTIONS CONSIDERED

- 6.1 The delivery of the Investment Strategy will require new ways of working and delivering project activity. The new skills required have to be developed and new competencies, such as working at a strategic level with government on the

delivery of the Wirral Waters proposals and Enterprise Zone initiative, are required.

6.2 Other options that have been considered include bringing in new skills but at this present moment in time, this is not an option that can be considered due to the serious financial constraints.

6.3 A wider restructure was considered, but the re-structuring of the Investment Strategy Team to equip it with the skills required to deliver the Investment Strategy priorities was considered to be the most appropriate method of delivery.

7.0 CONSULTATION

7.1 Consultation has been undertaken on the proposed changes to the structure and is ongoing.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 None arising as a direct result of this report.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 The full year financial implications, including salary on-costs, of the recommendation contained within this report are as follows:-

(a) Transfer of the Strategic Policy Manager from the Economic Policy Team to the Investment Strategy Team to become the Strategic Investment and Partnerships Manager at a grade of EPO8

(b) Re-grading of the Investment Strategy Manager post from EP08 to EPO10.

9.2 The proposed changes to the establishment of the Investment Strategy Team will result in net additional costs of £12,365.28 as all of the posts apart from the Strategic Investment and Partnerships Manager already exist within the establishment posts of the department. The cost of the creation of the Strategic Investment and Partnerships Manager will be met from deleting the post of Strategic Policy Manager and the additional costs of creating this post and the increase in the salary of the Investment Strategy Manager will be met from existing resources.

10.0 LEGAL IMPLICATIONS

10.1 None

11.0 EQUALITIES IMPLICATIONS

11.1 None

11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required (no)

(b) If 'yes' has one been completed? (no)

12.0 CARBON REDUCTION IMPLICATIONS

12.1 None

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 None

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APPENDICES

A Existing Structure

B Proposed Structure

REFERENCE MATERIAL

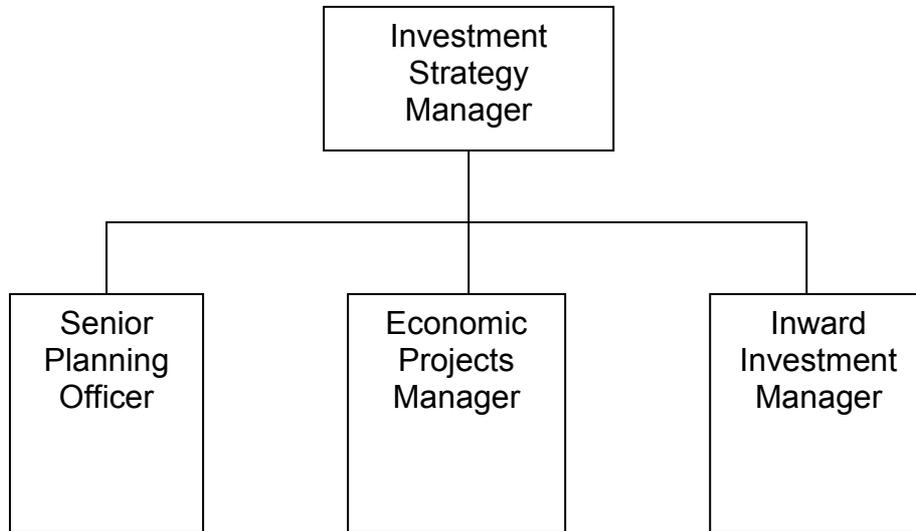
None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet – Council Budget 2011-2012 (Minute 327)	21 st February 2011
Cabinet – Business Support Services (Minute 397)	14 th April 2011
Cabinet – Investment Support Services Framework (Minute 47)	23 rd June 2011
Cabinet – Wirral Investment Strategy 2011-2016 (Minute 78)	21 st July 2011
Employments and Appointments Committee (Minute 27)	29 th September 2011

Appendix A

Current Investment Strategy Structure



Appendix B

Proposed Investment Strategy Structure

