
**Manchester City Council
Report for Information**

Report to: Overview and Scrutiny Human Resources Subgroup - 5 October 2010

Subject: ICT Staffing

Report of: Elaine Bowker, Strategic Director of Transformation

Summary

This report provides an update on staffing arrangements in ICT and work in progress to reconfigure the current structural arrangements and undertake a skills analysis following a review by our strategic partner Ernst and Young and recent management structural changes agreed at Personnel Committee.

Recommendations

The committee is recommended to note the ICT staffing update.

Wards Affected:

All

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

1. Personnel Committee 27 May 2009 – *Restructuring of the ICT Service*
2. Personnel Committee 15 September 2010
3. ICT strategy

1 Introduction

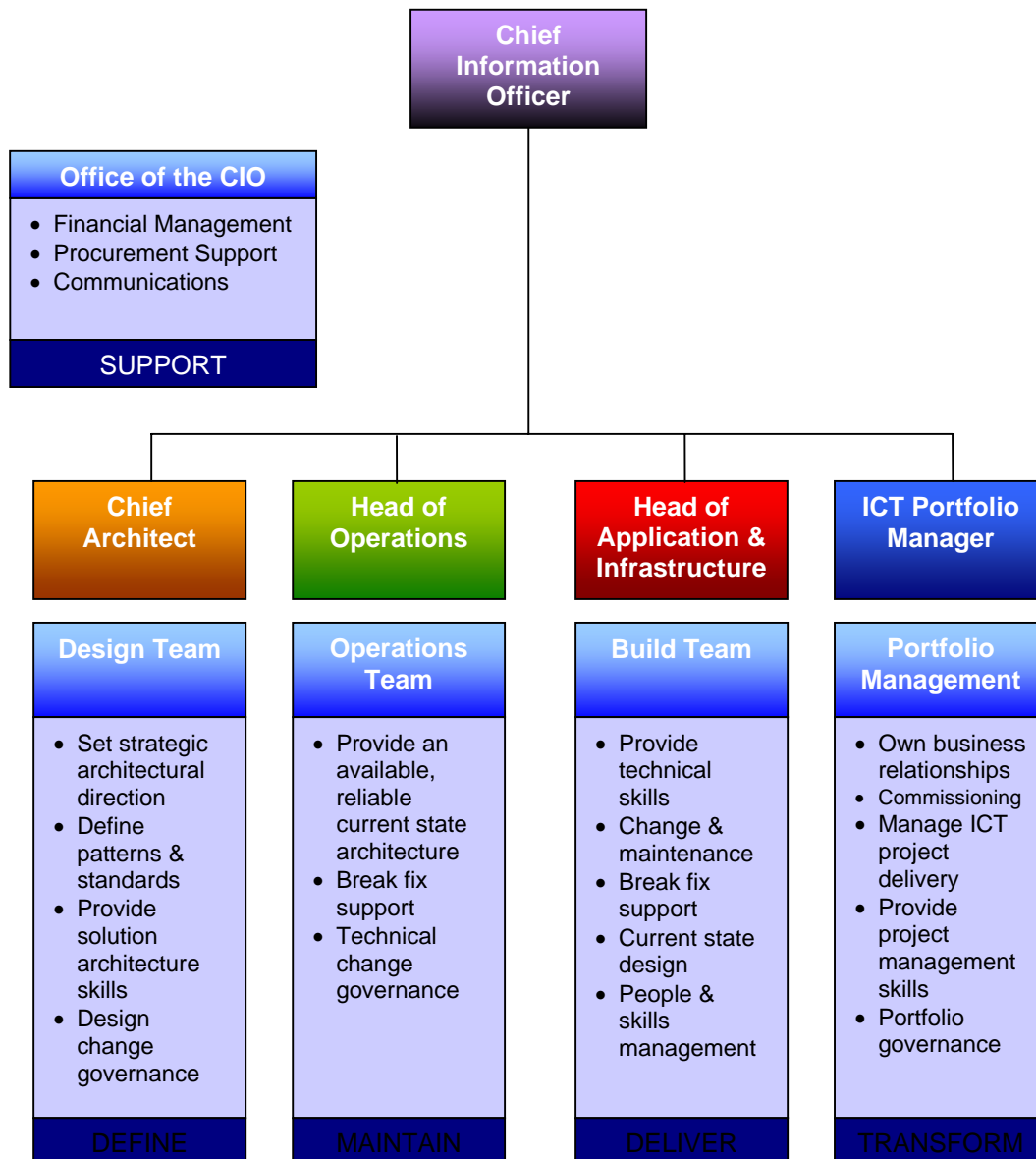
- 1.1 A high level analysis of the effectiveness of the current ICT organisation structure and its stage of implementation on ICT's performance was commissioned by our ICT strategy partner Ernst & Young in partnership with the senior management team.
- 1.2 A number of key observations emerged about the existing management and organisational structure as the review identified a lack of clear continuous chain of command between those leading the department and those undertaking technical work and inconsistent levels of visibility and management reporting throughout ICT.
- 1.3 To address this a report was recently agreed at Personnel Committee that changed the organisational management structure and put some additional capacity in place to support the Chief Information Officer (CIO) on the delivery of ICT solutions that will drive transformational change at a pace the organisation now needs.
- 1.4 This report focuses on providing an update on how the revised organisational structure and the associated interventions will provide a robust organisational and people infrastructure to move the service forward

2 Current arrangements and challenges

- 2.1 The ICT organisation delivers 200+ projects per annum involving medium-large scale technology change. Some of these directly and visibly contribute to realising the One Council vision whereas others are pre-requisites for the establishment of a reliable, secure high availability ICT infrastructure. In addition to delivering technology change, ICT also operate and support live ICT services to Manchester City Council spanning a diverse range of current and legacy technologies.
- 2.2 This is a complex technical and management challenge. To enable this, ICT has around 170 people working within central ICT, in both employed roles and on a temporary contract basis as well as working with a wide group of suppliers. Within the Directorates there are also federated teams carrying out ICT activity and work is in final stages to consolidate these into one service.
- 2.3 In June 2010 a high level rapid review was commissioned from our strategic partner Ernst and Young and a number of key observations emerged about current structural arrangements including:-
 - a lack of clear continuous chain of command between those leading the department and those undertaking technical work and inconsistent levels of visibility and management reporting throughout ICT;
 - high number of key posts unfilled within the current organisation structure, despite substantial recruitment activity and the Chief Information Officer (CIO) and senior management ability to lead, undermined by the necessity to fulfil the workload of the empty roles;
 - as a result of the above, the major incident management has to be led by the senior management team which deflects them from leadership activity;

- a lack of middle management means the engineering teams have become accustomed to making ad hoc arrangements for delivery between themselves and customers. This results in a lack of visibility of the workload or quality of work of individuals as well as the quality of ICT service delivered to the wider council;
- In the absence of clearly delimited roles and solid management structures the application of performance management has been near to impossible and there are a number of technical skills gaps that exist within ICT. This is due to a lack of focus on training and skills, a wide range of technologies and the accelerating pace needed to meet the business appetite for change.

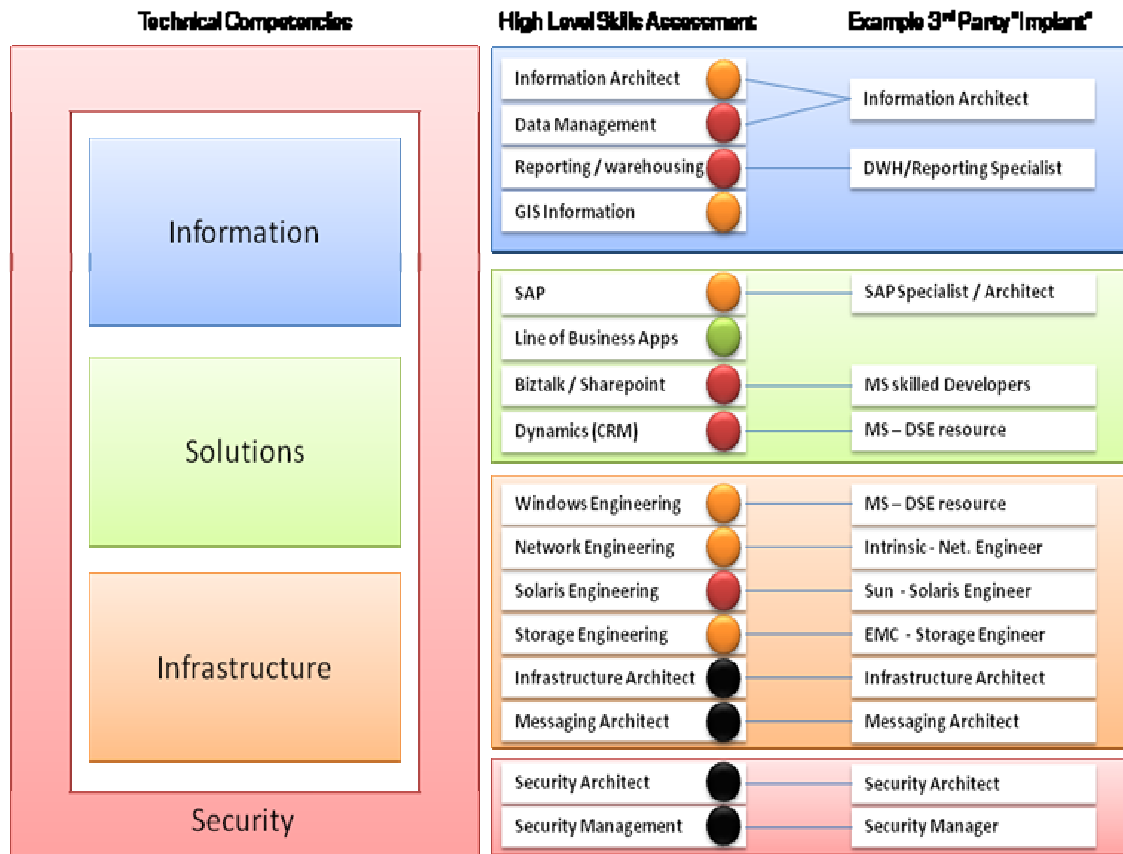
3. Proposals for change



- 3.1 There are a number of key themes that can be readily addressed and an approach has been put in place to address some of the immediate issues as detailed below.
- 3.1.1 The recent changes agreed to the organisational arrangements at Personnel Committee regraded the CIO post to c£85k to attract a suitably experienced professional to manage the ICT estate.
- 3.1.2 The changes also assigned an additional two senior management posts so the CIO will have four direct reports which will address the lack of middle management identified in the review and establish technical and strategic design architecture capacity that is currently lacking in the current structural arrangements.
- 3.1.3 The new structure separates the responsibility for key functional areas and will provide greater clarity of roles and responsibilities which will be cascaded downward through the line management structures within each area.

4. Next steps

- 4.1 A skills analysis will be undertaken and clearly communicated to staff to determine where best to utilise key skills following which a process of assimilating staff into roles will take place to ensure that they are placed in roles where their skills can best be utilised. This will benefit the new ICT processes being implemented and will fit into emerging M People principles which is the approach to flexible deployment currently being piloted in the HR/OD service.
- 4.2 With clearer role, skill definition and responsibilities, the management team will have the ability to focus training and staff development where it is needed as well as to carry out performance management in line with recommendations from the Audit Committee.
- 4.3 An initial evaluation of current skills gap vs layers of technology landscape has identified that skills gaps exist across the Information, Solutions and Infrastructure functions and further work will be undertaken to explore and resolve skills gaps and identify strategies to ensure that staff are moved into the areas in which we can best utilise their skills.



4.4 Although the changes set out above will promote the development of needed skills to meet business demand and provide clarity and variety of career paths, there still remains a short term skills gap. We will seek to obtain medium term contract resources from selected Technology Partners that will embed themselves within the department effectively covering the skills gap and delivering knowledge transfer to MCC staff which will assist to reduce the current reliance upon contractors / external providers.

4.5 The technical skills gaps within ICT have to this point been filled with reliance upon external providers and suppliers, across a wide range of services. It is the intent of both the Strategic Director of Transformation and the CIO to reduce the reliance upon and number of external providers and suppliers, up-skilling existing staff and recruiting to vacancies previously filled by contractors.

5. Recommendations

5.1 The committee is recommended to note the progress being made to address the reliance on external providers and up-skill existing staff placing them in roles where their skills can best be utilised to meet the pace and scale of transformation.