

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 26 July 2017

Subject: Senior Management Team – Senior Restructure Implementation

Report of: The Chief Executive

Purpose of Report

To update the Committee on the implementation of structure changes agreed on 1 June 2016 and 11 January 2017 and consequential changes.

Recommendations

The Committee is requested to:

1. Note progress in delivering the agreed realignment of senior management arrangements.
 2. Approve the re-designation of the Assistant Chief Executive (Growth) to a new post of Director and delegate to the Chief Executive responsibility to develop a detailed Role Profile.
 3. Recommend to Council that the salary for the Director post is SS4 (£90,101-101,826) subject to the outcome of the job evaluation process.
 4. Note the deletion of the post of Joint Director of Health and Social Care from December 2017.
 5. Agree the establishment of a new fixed term post of Director of Homelessness at Grade SS5, on a 2 day per week basis until 30 June 2018 at a salary of £50,500.
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Wards Affected:

All

Financial implications for the revenue and capital budgets

The financial consequences for the changes to the SMT structure will be met from within existing resources. The additional cost of the Director of Homelessness post will be met from Council Reserves set aside to support the work in the City Centre /Our Manchester.

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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.

Personnel Committee 11 January 2017: Senior Management Arrangements - Strategic Development

Personnel Committee 1 June 2016: Senior Leadership Arrangements

1. Background

1.1 During 2016 and 2017 the then Chief Executive brought forward two senior management restructure proposals to clarify accountabilities and ensure leadership capacity is in place for key Council priorities.

1.2 This report sets out an update on the implementation of agreed proposals, specifically:

- the establishment of the Strategic Development Directorate and a realignment of functions
- the reassignment of the Assistant Chief Executive (Growth)
- recruitment to vacant Director posts
- the conclusion of Senior Salaries Job Evaluation
- further new arrangements in the context of changes made since the last structure review including governance arrangements.

1.3 The report also summarises progress on the implementation of changes to senior management for Children's and Adults services and the establishment of an additional time limited role to review and support the Homelessness Service in advance of its transition to the LCO.

2. Update on implementation of 2016/17 decisions

2.1 Implementation of the 2016 Senior Leadership Arrangements

2.1.1 The 2016 report determined that the Chief Executive may vary the responsibilities of the Deputy Chief Executives from time to time to support corporate priorities. In support of this principle of interoperability, it is proposed that the specific portfolios of the Deputy Chief Executives are not used on a day to day basis, other for the purposes of exercising their delegations.

2.2 Implementation of 2017 Senior Management Arrangements

2.2.1 In the context of new and more technical leadership requirements within the Strategic Development directorate, the January 2017 Personnel Committee report agreed that the postholder in the post of Assistant Chief Executive (Growth), be assigned to the Deputy Chief Executive to work on the delivery of "Our Manchester" and, in the short term until the Programme Director role for the Town Hall was appointed, support the delivery of the Town Hall Transformation Programme.

2.2.2 In view of the success of the interim arrangement, it is now proposed that the postholder should retain responsibility for both the Town Hall capital programme and relatedly the Our Ways of Working project. The post will continue to report to the Deputy Chief Executive (Growth and Neighbourhoods) and will also assume responsibility for the following business units, to balance capacity across the senior management team:

- bereavement services
- markets
- school catering
- pest control
- fleet

2.2.3 A new role profile for this post will be developed and the post will be re-designated as a Director role in accordance with Senior Job Evaluation principles. In accordance with the Constitution, Personnel Committee is asked to recommend to Council that, subject to the outcome of the job evaluation process, the salary for this post is within the SS4 bracket (£90,101-101,826).

2.3 Appointment to Vacant Director Posts

2.3.1 Since the 2017 report the following senior strategic posts have been appointed to:

- Deputy Director of Children's Services;
- Our Town Hall - Project Director;
- Strategic Director (Highways, Transport and Engineering)
- Director of HR/OD
- Director of Strategic Commissioning
- Director of Development and Corporate Estate

2.3.2 The post of Director of Capital Programme remains vacant following an unsuccessful recruitment campaign. Temporary cover though has been in place via a commissioned service for some time, pending a longer-term solution for the service which is being developed by the City Treasurer.

2.4 The conclusion of Senior Salaries Job Evaluation

2.4.1 The Committee is aware that the Council has undertaken an analytical job evaluation exercise for all special grade posts. This process has now concluded, including resolution of the small number of appeals that were received.

2.4.2 The new grading structure includes grades with six incremental points initially, reducing to four incremental points over three years. Arrangements for progression through each grade is currently being developed subject to consultation with staff and the Trades Unions.

3.0 Further Senior Management Changes

3.1 Adult's Social Care leadership

3.1.1 In January 2017 the Personnel Committee approved the reconfiguration of the Strategic Director of Adult Social Services (DASS) post to become Director of Strategic Commissioning (with DASS function), working across MCC and MHCC. The post has been appointed to and incoming post holder took up post in early July.

3.1.2 To secure capacity to prepare and ultimately transfer the homelessness service to the LCO, the former Strategic Director (Adult Social Care) has been retained on a flexible retirement basis (2 day per week for a 12 month period) to work with MHCC colleagues to ensure homelessness is embedded within the health and social care strategy. The post holder will work across organisations to ensure alignment and progress in delivering the homelessness strategy; to prepare and ultimately transfer the Council's homelessness service to the LCO and with the specific remit to:

- use their expertise to drive improvements across the service generally
- review, align and modernise the functions and operating model of the homelessness service to meet the strategic objectives of integrated care delivery and
- determine and implement the basis of service and staff transfer to the LCO including overseeing the workforce deployment and determining the contractual basis of future commissioning.

3.1.3 A role profile for this post, which will report to the Deputy Chief Executive (People and Reform), has been drafted and evaluated at SS5.

3.1.4 The post of Joint Director Health and Social Care will be deleted on the departure of the current post holder at the end of December 2017 and responsibilities incorporated within the new Director of Strategic Commissioning portfolio. The Joint Director role will be deleted because the major changes which it was created to help deliver are now in place or have reached a level of core delivery confidence – i.e., the creation of the Locality Plan, access to the GM Transformation Fund, creation of a single commissioning function (MHCC) and implementation progress towards the Local Care Organisation and Single Hospital Service.

3.1.5 Both the Director of Strategic Commissioning and Director of Population Health and Wellbeing are members of the MHCC Executive Team and report to the Chief Accountable Officer of MHCC as well as retaining accountability to the Chief Executive and the Executive Member for Adult Health and Wellbeing.

3.2 Children's Services and Education

3.2.1 On 28 June 2017, the Personnel Committee approved the reconfiguration of the Director of Education and Skills to become Director of Education, working to the Strategic Director (Children's Services) with oversight from the Chief Executive. The Adult Skills portfolio has been transferred to the work and Skills portfolio. Recruitment plans are in place for the Director of Education with a view to appointment being made early in the new academic year.

3.3 Future Strategic Management Team Arrangements

- 3.3.1 The Chief Executive has reviewed organisational governance arrangements to ensure these are aligned with and support effective delivery of the Council's priorities.
- 3.3.2 The Chief Executive has convened a Coordination Group which will meet weekly to consider the Council's strategic priorities, risks and current issues, including delivery of overarching priorities, external relationships and significant risks and issues. This group will comprise the Deputy Chief Executives, City Solicitor and City Treasurer with support from other senior officers as required. The Chief Executive's Strategic Management Team (SMT) will continue to meet but fortnightly rather than weekly, with extended sessions planned to review the budget and performance position and "deep dive" into topical or complex issues every 6-8 weeks. Separate arrangements are being developed for the health and social care management team.
- 3.3.3 SMT will meet quarterly with their direct reports, to be called the Corporate Leadership Group (CLG), for a wider discussion on organisational priorities and leadership messages. The CLG will replace current arrangements for leadership engagement, which has been through the Wider Leadership Team (WLT) network. Third and fourth tier management arrangements will also be reviewed following the implementation of this report.
- 3.3.4 The Corporate Leadership Group will be joined by the other Top 400 managers at grade 10 and above on a bi-annual basis at a half day event for update and discussion on matters of national and organisational importance. One of the two sessions each year will be framed as the leadership summit and will include competency and behaviour development for the full team. The second planned session will be business-focussed with a structured agenda. Additional meetings will be arranged during the year as required and a digital networking tool will be commissioned to develop the identity of the group as a cohesive team and opportunity for "real time" updates; networking and engagement.
- 3.3.5 Additional meetings for personal or team development will be arranged during the year for any or all of the SMT, Senior Managers and Top 400 groups in accordance with organisational agenda and assessed requirement.

4. Comments from Director HR/OD

- 4.1 The proposed changes to senior leadership arrangements reflect decisions made by the committee in previous reports and are in line with the Council's policy.

5. Comments from Trade Unions

- 5.1 To follow.