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**Manchester City Council  
Report for Resolution**

**Report to:** Personnel Committee – 21 March 2018

**Subject:** Corporate Services City Treasurer's Senior Management

**Report of:** City Treasurer

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**Summary**

This report sets out the outcome of the work to review leadership capacity within Corporate Services, following the report to February Committee on the senior leadership arrangements for the Council. The report recommends changes to the management structure for the Directorate.

**Recommendations**

The Committee is requested to:

1. Note the change to the Deputy City Treasurer's portfolio to include responsibility for Corporate Procurement and Corporate Commissioning.
  2. Approve the redesignation and recommend to Council the regrade of the role of Head of Revenues and Benefits, Customer and SSC to Director of Customer Services and Transactions, SS4 (£90,419-£101,826).
  3. Approve the establishment of a new role Head of Group Finance (Public Service Reform and Health and Social Care) at SS1 (£57,340-£63,308).
  4. Approve the establishment of a new Head of Programme Office at SS1 (£57,340-£63,308).
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**Wards Affected:** All

**Equalities/Legal Implications**

The changes proposed in this report have been developed in line with existing frameworks and HR policies which have been subject to Equality Impact Assessments. It is recommended that the Chief Executive, in consultation with the Leader of the Council and Executive Member for Finance and Human Resources, undertakes an assessment of the changes to the roles and responsibilities of roles outlined in this report, in accordance with the senior job evaluation scheme and with reference to equal pay. There are no legal implications.

### **Financial Considerations - Revenue**

The net overall increased revenue costs of the proposed changes are £106k this is based on top of grade and includes employers on costs of National Insurance and Superannuation. As part of the 2018/19 budget proposals £100k budget was approved to fund increased capacity within the service and this, along with a small contribution from existing revenue budgets will be used to fund the increased costs of the proposed changes.

### **Financial Considerations - Capital**

There are no capital implications arising from the proposals contained within this report.

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### **Contact Officers:**

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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 - 7 February 2018 - Senior Leadership Arrangements

## **1. Introduction**

- 1.1 The leadership and management arrangements for Corporate Services were previously considered in June 2016 with changes made to reflect the need for capacity within Corporate Services to meet the Council's priorities around Our Manchester. Changes at the time included the creation of the Strategic Commissioning function, the transfer of Capital Programmes into the division with the establishment of the Director role to lead Capital Programmes and Procurement and the strengthening of the Data Governance Function within Performance, Research and Intelligence.
- 1.2 The Committee report of February 2018 set out the revised senior leadership arrangements for the Council and recognised the Our Manchester Strategy is in place and the principles embedded, the three year Medium Term Financial Plan and Capital Strategy are in place and the arrangements for the integration of health and social care are well progressed. The focus has to remain on aligning resources to those areas that residents value the most: supporting vulnerable people; supporting people into jobs and training created by the city's unprecedented growth over the past fifteen years and to create the conditions for this growth to continue. This includes keeping roads and neighbourhoods in good shape, parks and leisure to keep people active and happy and to work differently with people and communities to build on their strengths and reduce the need for longer term support.
- 1.3 In addition there is now a requirement to consider the priorities facing the Council and the City over the next three to five years. This is in the context of considerable uncertainty over the level of resources the Council will have beyond 2019/20. There is a significant reform agenda to deliver alongside the continuing improvement of services, in particular to accelerate the improvements in Highways, Homelessness and Children's Services and to realise the benefits of the integrated health and care system. There will need to be continued focus on aligning future growth and place management within neighbourhoods, delivering the housing offer the City needs whilst getting the basics right and delivering efficiencies through enablers in the Core such as ICT and the Digital Strategy.

## **2. Background**

- 2.1 Corporate Services has been able to both proactively respond to significant change since the last restructure and ensure it is positioned to most effectively deliver the leadership and support required as part of the Corporate Core. However it is now timely to review management arrangements given the scale of this change, including:
  - The role of the City Treasurer has continued to evolve and now includes responsibility as SRO for the Factory Project, oversight of commercial negotiations, use of the commercial estate and the delivery of capital programmes to deliver the Medium Term Financial Strategy.

- The Director of Capital Programmes has now been appointed with responsibility for capital programme delivery. The role no longer includes revenue procurement which will require a different skill set and there is a need to consider the longer term structural arrangements for commissioning and procurement.
- The role of the Procurement and Commissioning functions in supporting the Council's priorities in embedding social value, ensuring robust contract specification and monitoring to deliver value for money and supporting the new models for adult social care. Given the high profile and importance of this work, additional capacity will be required to drive this and to ensure succession planning is in place to meet the Council's future needs.
- The role of Head of Revenues and Benefits, Shared Service Centre and Customer is evolving, not only as a result of the challenges linked to the implementation of Universal Credit and to business rates policy, but in relation to an increasing role in supporting welfare provision generally and specifically the Family Poverty strategy.
- Internal Audit, Health and Safety and Risk functions now provide support to the GMCA, Bolton and the City Council and the future arrangements for these services will need to be considered in a separate report.

### **3. Proposed New Arrangements**

3.1 The current structure for Corporate Services is attached at Appendix 1. The City Treasurer currently has six direct reports, alongside the new line of accountability for the MHCC CFO role. The structure has been reviewed to ensure the right capacity is in place to support the City Treasurer, the Directorate and the Council.

#### **3.2 City Treasurer**

3.2.1 The City Treasurer will continue to work closely with the Chief Executive for the design and delivery of the Council's Medium Term Financial Strategy and Capital Strategy. The role holder will retain her leadership role in this area, linking with the Deputy Chief Executive who will have responsibility for the development of the Corporate Strategy and Core Transformation Plan, nationally with the changes to the funding arrangements for local government and in her role as chair of the Council's Capital Strategy Board.

3.2.2 The City Treasurer will continue to shape the new arrangements for health and social care and will have a line of accountability for the new MHCC Chief Finance Officer in relation to adult social care. The report to Executive on 21 March outlines how the new partnership arrangements will work and enable MHCC to manage and administer the budget in an effective way, whilst still having the accountability back to the Council's S151 Officer for adult social care. The City Treasurer will need to maintain a close working relationship with the CFO, Directors of Finance for Manchester Foundation Trust and the

Local Care Organisation and other key stakeholders as the arrangements develop.

- 3.2.3 Additional responsibilities include responsibility as SRO for the Factory Project and the growing role with oversight of commercial negotiations, use of the commercial estate and the delivery of capital programmes to deliver the Medium Term Financial Strategy and chairing the new Commercial Board that will have oversight of the Council's Commercial activities working closely with the Strategic Director, Strategic Development and Deputy Chief Executive (Growth & Neighbourhoods) who have responsibility for the functions involved.
- 3.2.4 With the growing importance of social value and underpinned by robust ethical commissioning, procuring and contract monitoring arrangements and the need to develop new models of how the most vulnerable in the City are protected the City Treasurer will play a growing role in this area via the Director for Revenues and Benefits, SSC and Customer, Deputy City Treasurer, and Heads of Procurement and Strategic Commissioning.
- 3.2.5 In order to ensure appropriate capacity in place to support the City Treasurer the following changes are recommended:
- Streamlining the number of direct reports to the City Treasurer with the Deputy City Treasurer, Director of Customer Services and Transactions, Director of Capital Programmes and Head of Internal Audit, Health and Safety and Risk all reporting in directly.
  - The Deputy City Treasurer will take on line management responsibility for the Heads of Strategic Commissioning and Procurement which will provide the additional leadership and management capacity required in these areas.
  - The redesignation and regrade of the current Head of Revenue and Benefit, Shared Service Centre and Customer to Director of Customer Services and Transactions which will see the role holder take a greater role in the delivery of the Family Poverty Strategy and our response to Welfare Reform more generally.
  - Additional programme management capacity will be established to provide support across the full range of projects the City Treasurer is responsible for as well as internal workforce related activity.
  - The creation of an additional Head of Group Finance to support the new arrangements in relation to the integration of Health and Social Care.

### **3.3 Director of Customer Services and Transactions:**

- 3.3.1 The redesignation and regrade of the role of Head of Revenues and Benefits, Shared Service Centre and Customer Contact Service takes into account significant changes within each of these areas with the implementation of

Universal Credit, changes to business rates policy, changes to the Customer Contact Centre with the integration of health and social care and the work to determine the future arrangements for the Shared Service Centre.

- 3.3.2 Additional capacity is also required to support and provide leadership for the development of the innovative housing models, new models to tackle homelessness, measures to impact the impacts of welfare provision and a particular focus on raising and protecting family incomes as part of the Family Poverty Strategy.
- 3.3.3 The current Head of Service has considerable experience and has supported changes in other Directorate during periods of significant change. With the level of change within Corporate Services the City Treasurer will require similar support. In addition building on considerable work to establish career pathways and flexible approaches to working, focus now needs to shift to effective succession planning at a more senior level.
- 3.3.4 Committee is therefore asked to recommend to full Council a redesignation and regrade of this role to Director of Customer Services and Transactions at SS4 (£90,419 to £101,826). It is the intention the role holder will bring forward proposals for a restructure for this service area which will build on previous work of building effective career pathways to be complimented by effective succession planning at a more senior level.

#### **3.4 Deputy City Treasurer, Strategic Commissioning and Procurement**

- 3.4.1 The Deputy City Treasurer will assume line management responsibility for the Heads of Strategic Commissioning and Procurement providing financial leadership for the budget process, the development of the Core Transformation Plan and lead the work on improving the business as usual efficiencies. She will also lead the development and implementation of the Capital and Treasury Management Strategies and continue to chair finance and procurement group for Town Hall refurbishment.
- 3.4.3 The Deputy City Treasurer will ensure adequate capacity is in place for procurement and commissioning to deliver the priorities set out including embedding social value, ensuring robust contract specification and monitoring to deliver value for money and supporting the new models for adult social care. The work will be alongside a considerable programme of workforce development to support those involved in commissioning, contract monitoring and procurement with the appropriate skills and support.
- 3.4.4 Whilst the Strategic Commissioning and Procurement functions are moving under the Deputy City Treasurer given the corporate significance of both, the City Treasurer will continue to have strategic oversight of both functions and both Heads of Service will remain part of the Corporate Services Management Team.
- 3.4.5 The Deputy City Treasurer will also be invited to bring forward a future structure for these functions, including the required succession planning for

current Head of Procurement and the secondment arrangement currently in place in the Head of Strategic Commissioning.

### **3.5 Head of Group Finance, SS1 (£57,340 to £63,308)**

3.5.1 The new Chief Finance Officer for Manchester Health and Care Commissioning will have a line of accountability to the City Treasurer for Adult Social Care. As part of the S75 arrangements there will be a pooled budget in place and the City Treasurer responsibilities in the Financial Regulations, up to the level where the Executive Member is consulted, will be delegated to the CFO to enable the day to day operations of the MHCC to operate.

3.5.2 During 2018/19 the Manchester City Council's finance support to the new arrangements for the integration of health and social care will be provided via a Business Partner arrangement. In order to ensure there is sufficient capacity within the Finance team an additional Head of Group Finance (Public Service Reform and Health and Social Care) at SS1, (£57,340-£63,308)

### **3.6 Head of PMO, SS1 (£57,340 to £63,308)**

3.6.1 In order to keep oversight of the significant programme of activity it is proposed a new programme management function is established led by a Head of PMO at SS1 (£57,340 to £63,308). The role holder will provide support for the City Treasurer in her role as Factory SRO, co-ordinating the support for the Commercial Board, the revenue and capital budget process and for the delivery of the workforce development and communications and engagement activity of the Directorate. The new role will work closely with the Head of Finance (Commercial) – once in post and Capital Programmes PMO.

## **4. Conclusion**

4.1 The recommendations set out in this report will provide the City Treasurer and Corporate Services with the level of leadership and capacity needed to deliver the significant agenda for both the Directorate and the Council.

## **5. Comments from Director of HROD**

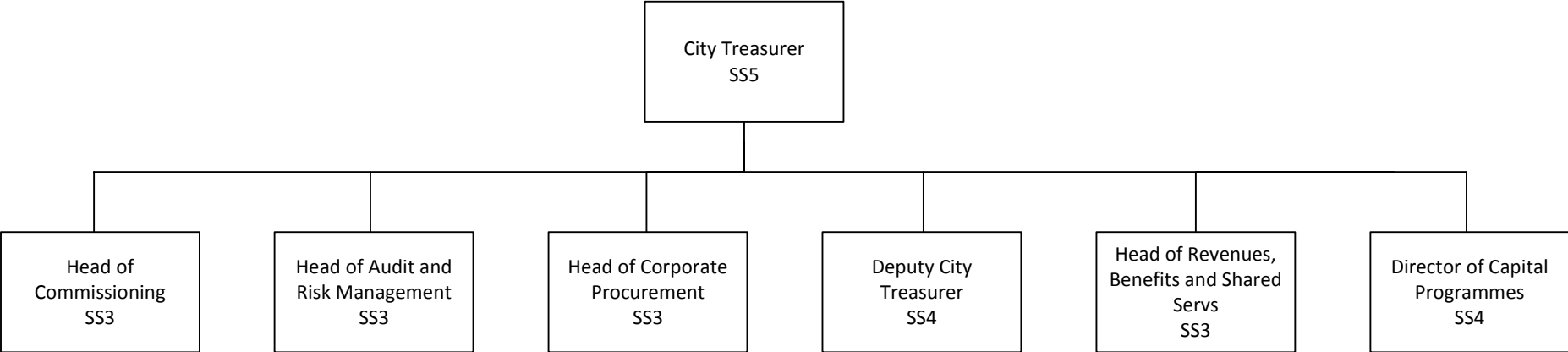
5.1 I have been involved with the development of the proposals and agree with the recommendations set out which have been developed in line with the Council's employment policies and framework.

## **6. Comments from Trade Unions**

To follow.

Appendix A

Appendix A





Appendix B

Appendix B

