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**Manchester City Council  
Report for Resolution**

**Report to:** Personnel Committee - 27 June 2018

**Subject:** Senior Management Arrangements

**Report of:** Chief Executive

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**Purpose of Report**

In February of this year this Committee agreed a number of revisions to the Council's senior management arrangements which aligned leadership arrangements with corporate priorities, to ensure capacity is effectively focused and optimised. This report builds on these previously agreed changes by further aligning leadership priorities within a smaller Senior Management Team (SMT).

**Recommendations**

The Committee is requested to:

1. Thank Geoff Little; Kim Dorrington and Sean McGonigle for their service and contributions to the Council and city in a variety of roles and note their departures.
2. Note that the posts of (second) Deputy Chief Executive and Director of Trading Services are to be disestablished.
3. Agree a number of changes to SMT portfolios, specifically:
  - a. Responsibility for HROD; Strategic Communications; Policy, Partnerships & Research; Reform & Innovation; and Performance, Research & Intelligence to transfer to the sole remaining Deputy Chief Executive.
  - b. Responsibility for ICT and the Town Hall programme to transfer to the City Treasurer.
  - c. Responsibility for Planning, Licensing & Building Control and Work & Skills to transfer to the Strategic Director (Development).
4. Agree that the Director Neighbourhoods is re-titled as Chief Operating Officer - Neighbourhoods, in recognition of her leadership of an expanded group of services.
5. Note that an appointment has been made to the post of Chief Finance Officer for Manchester Health and Care Commissioning (MHCC), which includes a line of accountability to the City Treasurer for adult social care within the MHCC pooled budget.
6. Endorse the appointment of the MHCC Chief Finance Officer as an officer of MCC for the purpose of the reporting line to the City Treasurer, in accordance

with the partnership arrangements that underpin integrated health and care commissioning

7. Note that the City Solicitor will report to Council on the required amendments to the constitution arising as a result of the revised arrangements set out in these proposals.
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**Wards affected:**

All

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**Financial implications for the revenue and capital budgets:**

The deletion of the vacant post of Deputy Chief Executive referred to in para 3.1 will secure savings of £181 000.

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**Background documents (available for public inspection):**

Personnel Committee 7 February 2018: *Senior Leadership Arrangements*

## 1.0 Background

- 1.1 In February of this year this Committee agreed a realignment of portfolios within the Council's Senior Management Team (SMT), which reduced the number of direct reports to the Chief Executive and aligned leadership accountabilities with organisational priorities. These changes sought to ensure an effective leadership support model for the delivery of the ambitions set out in the Our Manchester strategy, the reform agenda and the continued need to focus on basic service delivery improvements. Underpinning these changes was a commitment to develop clearer lines of accountability, underpinned by refreshed governance arrangements and a new Corporate Strategy supported by a strengthened forum for the next tier of leaders: the Senior Leaders Group (SLG).
- 1.2 These revised structural arrangements are now well embedded and the SLG group is operating effectively. Work is also progressing to strengthen governance arrangements and develop the Corporate Strategy.
- 1.3 The departure of a number of senior managers: one of the current two Deputy Chief Executives; the Director of Trading Services and Strategic Director, Highways, Transport and Engineering, provides an opportunity to embed these arrangements further including through a smaller SMT. The Chief Executive has assessed the leadership and management of corporate functions and the opportunity to further align resources and immediate delivery priorities, which have been identified as:
- Driving the next phase of Our Manchester, including the co-production of the Council's own (corporate) plan, setting out the organisation's role in delivering the Our Manchester strategy and approach.
  - Delivery of the Council's Medium term Financial Plan including the development of a budget strategy and framework through which each SMT member can deliver a sustainable budget position.
  - Delivery of the Our People strategy including embedding the Our Manchester behaviours throughout the organisation and providing leadership in this respect for partners across the city, as well as continuing to modernise HR policies and procedures and secure consistently high quality leadership and management practice.
  - Bringing Together Growth, People and Place for Manchester through the delivery of an industrial strategy for Manchester alongside work with partners to Bring Services Together for People in Neighbourhoods.
  - Coordination and oversight of the health and social care integration by establishing place-based delivery models; the transfer of Children's Services functions to the LCO and management of strategic relationships.
- 1.4 The proposals set out below have therefore been determined to combine leadership of both people and place; and resources, with supporting matrix management of service delivery, to coordinate outcomes and reduce silos.

- 1.5 The changes proposed have all been discussed with all affected post holders. Changes are proposed to come into effect from 15 July 2018, allowing a further period of discussion following the approval of this report before new arrangements apply in practice.

## **2.0 Geoff Little, Sean McGonigle and Kim Dorrington**

- 2.1 Geoff Little, Sean McGonigle and Kim Dorrington will leave the Council during July and August 2018 and this Committee is asked to acknowledge their contribution to the organisation and the City.
- 2.2 Geoff has worked for the Council for 21 years in a number of roles, rising to the position of Deputy Chief Executive in 2008. He has played a central role in strengthening the Council's policy and strategy functions and the creation of the Corporate Core as a set of centralised centres of excellence supporting the Council as a whole. More recently he has taken a leadership role in supporting the improvement of Manchester's Children's Services and championing Health and Social care integration at both a Manchester and Greater Manchester level.
- 2.3 Spanning a 28 year career with MCC, Sean began his career in housing and moved on to a focus on neighbourhood regeneration. Sean played a central role in the development of East Manchester as part of the New East Manchester Regeneration Company. Sean moved to the position of Assistant Chief Executive in 2009 and has held a range of portfolios over the intervening years across the Growth & Neighbourhoods and Strategic Development Directorates.
- 2.4 Kim Dorrington has worked in the city of Manchester for over 10 years, the latter two as Strategic Director for Highways, Transport and Engineering at MCC. Kim has made a significant contribution to City infrastructure development, including the Metrolink.

## **3.0 Aligning Senior Management Portfolios**

- 3.1 An assessment has been made about how the responsibilities of those officers leaving the organisation may be absorbed into portfolios that complement delivery plans, to align leadership capacity with policy priorities. In particular:
- Aligning the work to develop a Corporate Plan and Our People Strategy with Our Manchester, to ensure organisational strategy embeds the Our Manchester approach
  - A single approach to the provision of services to people and in place, through the alignment of all policy functions and the Manchester Industrial Strategy with neighbourhood services and Bringing Services Together for People in Places
  - Bringing together the council's resource and investment requirements including an overview of commercial transactions, planning and delivery of the capital programme and leadership for core investment

programmes (such as Town Hall, Factory and ICT) under the City Treasurer. This will ensure decisions are made in the context of the MTFP and a consistent approach is taken to high value organisational resources.

In realigning the portfolios the assumption is to operate with only one Deputy Chief Executive moving forward and not to replace the post of Director of Trading Services. These posts will be deleted.

- 3.2 Leadership of people and place will be more closely aligned going forwards through a single **Deputy Chief Executive**, who will support the Chief Executive through corporate leadership and coordination of a range of Corporate Core functions. The Deputy Chief Executive will assume responsibility for the following functions, as part of the Corporate Core, from the second former Deputy Chief Executive post: HROD; Policy, Partnerships and Research; Performance, Research and Intelligence; Reform and Innovation; and Strategic Communications: - working closely with the City Treasurer and City Solicitor to ensure an effective Core which both drives the organisation strategically and supports the delivery of operational services.
- 3.3 The Deputy Chief Executive will remain as the lead for implementation of the Our Manchester strategy and approach, as well as continuing to oversee and bring together place based services in Neighbourhoods - where the Council had a real focus on getting the basics right - and Highways, as progress continues towards a new Operating Model. The portfolio was defined in the February Personnel Committee report with a view to achieving better alignment of future growth and place management within neighbourhoods, community engagement, strengthening the connectivity of communities to economic opportunities and local infrastructure. The services will comprise the Neighbourhoods Directorate.
- 3.4 The **City Treasurer** will work with the Deputy Chief Executive to align resources in support of the City's priorities. The Treasurer will take on responsibility for the ICT Service including line management of the Director of ICT, as well as client side responsibility for the Town Hall Project. The consolidation of the Council's core resourcing and investment decisions into one portfolio, including the capital and revenue strategy, oversight of commercial transactions and leadership for the major projects, will ensure decisions are made in the context of the Medium Term Financial Plan and a consistent approach is taken to high value organisation resources.
- 3.5 The development of a robust budget and resourcing plan, aligned to Our Manchester, is one of the key priorities for The City Treasurer and SMT over the next six months. Central to the delivery of this strategy will be the integration of health and social care. Working with the Executive Director for Strategic Commissioning/ Director of Adult Social Care the City Treasurer will oversee effective governance and use of resources, to deliver projected savings from reform at local and GM level.

- 3.6 The Council has a well-established commitment to the provision of affordable housing and connecting local residents to economic growth and the opportunities this presents. The increase in large commercial and residential projects which have been secured has, however, put pressure on resources available within Strategic Development and relevant professional support services. There is therefore a need to more closely align the core functions for delivering growth and ensuring this is backed by aligned work and skills that will support the agenda. Consequently it is proposed the portfolio of the **Strategic Director (Development)** will be expanded to include the Planning, Licensing and Building Control and Work and Skills Services.
- 3.7 An overview of the new Senior Management Team and their direct reports is appended below.

#### **4.0 Manchester Health and Care Commissioning (MHCC) Finance Governance**

Under the new governance arrangements for Manchester Health and Care Commissioning (MHCC) an appointment has been made to the new post of Chief Finance Officer. This post has a line of accountability to the City Treasurer for adult social care within the MHCC pooled budget and the Treasurer will maintain oversight and shared accountability for this post. The Adult Social Care finance support is being provided by the Head of Finance and the Head of Group Finance post agreed at the last Committee.

Although the Chief Financial Officer (MHCC) is not an employee of the Council she will be authorised to undertake responsibilities of the City Treasurer up to the level where the Executive Member needs to be consulted, in order to ensure that MHCC operates effectively on a day to day basis. To enable this to happen, the Personnel Committee is recommended to endorse the appointment of the Chief Finance Officer (MHCC) as an officer of the Council. This is in accordance with the broader strategic aim of integrated health and care commissioning.

#### **5.0 Strengthening Senior Capacity Below SMT**

- 5.1 Following the departure of the Director of Trading Services the Business Units functions of Catering Services, Bereavement Services, Fleet, Markets, and Pest Control will move within the Neighbourhoods Service under the oversight of the Director of Neighbourhoods. This integration will further support work to strengthen the neighbourhood focus of all place based services. In recognition of this broader portfolio the post will be re-titled Chief Operating Officer - Neighbourhoods, within the existing grade and reporting line to the Deputy Chief Executive.
- 5.2 Following the departure of the Strategic Director, Highways, Transport and Engineering, the service Director of Operations will assume full operational responsibility for the service, working to the strategic leadership of the Deputy Chief Executive. Further proposals regarding strategic infrastructure capacity will follow in due course.

5.3 A review of wider capacity requirements below the reduced SMT is underway, to ensure delivery is maintained through a more distributed leadership model. Proposals will follow to strengthen capacity within the Corporate Core, including the HR/OD Service and alignment of Policy and Performance functions. As noted in the May report, the City Treasurer will also bring forward further proposals in the coming months in relation to leadership of the Procurement and Strategic Commissioning functions as well as to the Internal Audit and Risk Management service. This work will also address the distribution of business support between realigned directorate portfolios.

**6. Comments from Director HR/OD**

6.1 The proposed changes to senior leadership arrangements are in line with the Council's policy.

**7. Comments from Trade Unions**

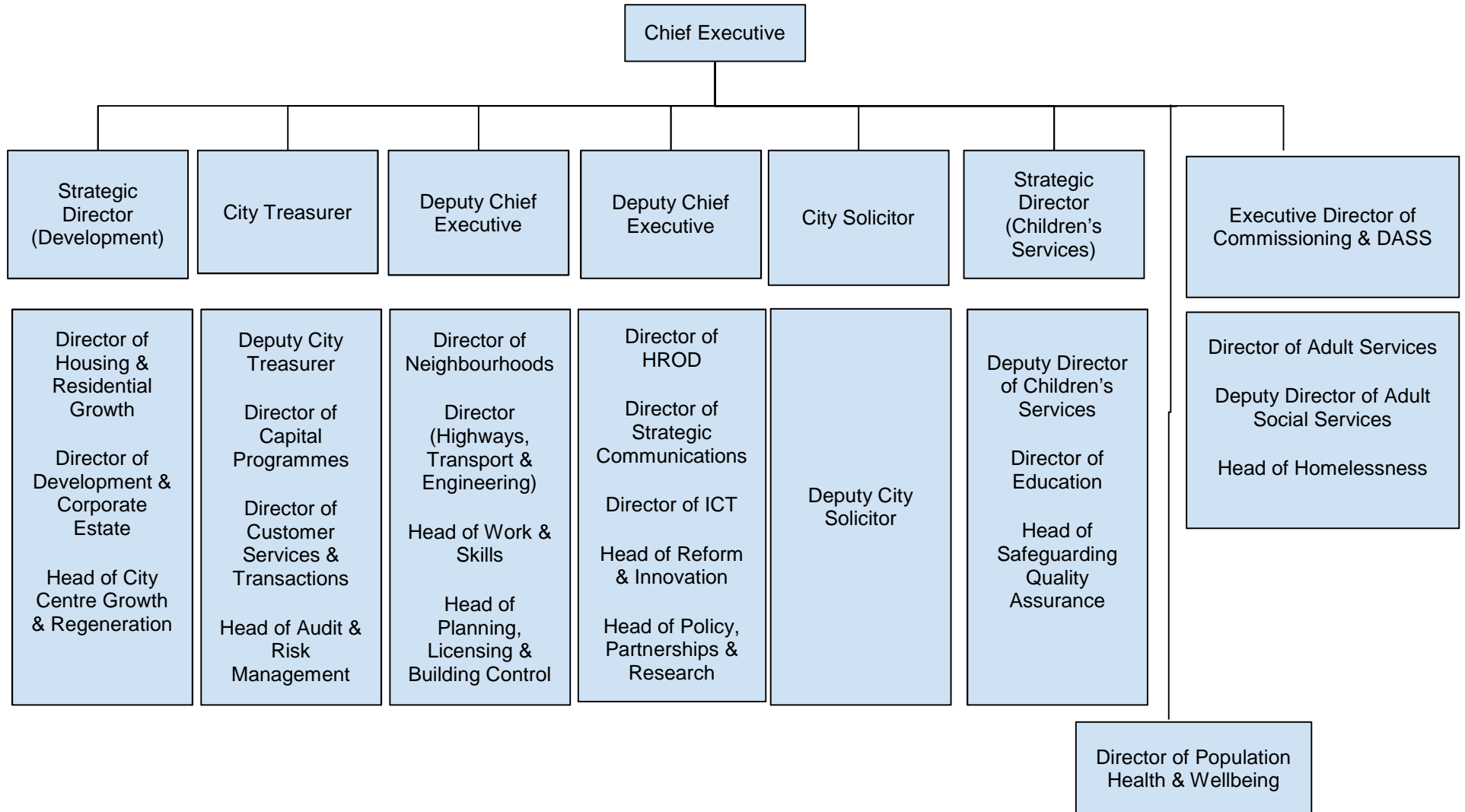
**8. Conclusion**

8.1 The proposals set out above seek to build on the organisational changes agreed in February, to strengthen the strategic alignment of the Council's SMT and providing aligned leadership of policy and resources.

8.2 Further work is needed to review structural arrangements and across a number of Services and, as noted above, additional proposals will be submitted for consideration by this Committee in due course.

**Appendix: Proposed Structural Arrangements**

**As is:**





**To be:**

