

Manchester City Council Report for Resolution

Report to: Personnel Committee – 14 September 2011

Report of: Chief Executive

Subject: Strategic Management Arrangements

Purpose of Report

To outline proposed strategic management arrangements to ensure leadership and capacity in order to continue to deliver the Council's priorities.

Recommendations

That the Committee:

1. Redesignate the role of Strategic Directorate Neighbourhoods to Deputy Chief Executive Neighbourhoods
 2. Redesignate the Director of Communications to Assistant Chief Executive Communications and ICT.
 3. To note the strategic management arrangements
 4. Delegate authority for the implementation of the recommendations to the Chief Executive in consultation with the Leader and relevant Executive Members.
-

Financial consequences for the revenue and capital budgets

The proposals outlined in the report contain no financial impacts and there is no change to existing salaries.

Contact officers

Name: Sir Howard Bernstein,
Position: Chief Executive
Telephone No: 0161 234 3006
E-mail: h.bernstein@manchester.gov.uk

Name: Sharon Kemp
Position: Assistant Chief Executive (People)
Telephone No: 0161 234 7966
Email: s.kemp@manchester.gov.uk

Background Papers

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.

Report to Personnel Committee Corporate Core 16th March 2011

Wards affected

All

Implications for Key Council Policies

Anti-Poverty
Yes

Equal Opportunities
Yes

Environment
Yes

Employment
Yes

1. Introduction

- 1.1 The composition of Strategic Management Team has changed significantly over recent months. This report sets out proposed arrangements for strategic management to ensure continued leadership and capacity in order to deliver the Council's priorities.

2. Strategic Management Arrangements

- 2.1 The strategic management arrangements have seen significant change with regards to personnel due to retirement and changes to areas of responsibility through the Service Redesigns. Approval at previous Personnel Committee's within the last few months has seen the following changes:
- Performance, Public Sector Reform and Transformation lead by the Deputy Chief Executive Performance supported by the Assistant Chief Executives for Finance and Performance and People
 - Adults and Health lead by the Strategic Director for Adults
 - Functions which support economic growth and regeneration lead by the Assistant Chief Executive (Regeneration) reporting directly to the Chief Executive.
- 2.2 In addition to these changes the post of the Director and the Deputy Director of Children's Services have been recruited to from within existing management and the Head of Legal of Services and Assistant Chief Executive (Neighbourhoods) have both provided increased strategic capacity in support of the Chief Executive, City Solicitor and the Strategic Director for Neighbourhoods. The leadership of the Strategic Management Team has been demonstrated through the significant progress made despite a challenging fiscal environment.
- 2.3 The Corporate Core Report to the Personnel Committee on 16th March 2011 stated that a further report with proposals for the leadership of ICT would be submitted. The Deputy Chief Executive (Regeneration) has been leading on ICT on a temporary basis since the departure of the Director of Transformation. With his imminent retirement the future management arrangements for ICT need to be determined. This and the other recent changes detailed above have lead the Chief Executive to review the strategic management arrangements and proposals are detailed below.

3. Proposal for future Strategic Management arrangements

- 3.1 The proposals below relate to changes in designations and are focussed on further strengthening strategic capacity and are designed to support the Council in continuing to create growth, reduce dependency, safeguard the vulnerable and continuing to develop the neighbourhoods focus:
- **To re-designate the Strategic Director of Neighbourhoods to Deputy Chief Executive (Neighbourhoods).**

The continuing focus upon place and the relationship between individuals, families and neighbourhoods must continue to drive service planning and the financial strategies of Adults, Children's and Neighbourhood Services. Significant progress has been made in integrating place based services through the leadership of the Strategic Director (Neighbourhoods). Re-designating this post to Deputy Chief Executive (Neighbourhoods) will create leadership capacity to progress the integration of people based services (i.e., Children's, Adults and Health) at pace at neighbourhood level. This would be supported by regeneration teams and the corporate core to shape the future of public services in general. The leadership demonstrated by the Strategic Director (Neighbourhoods) will be crucial in supporting the Strategic Management Team and in helping build organisational capacity particularly at third tier management. The existing Neighbourhood Services responsibilities would be retained along with responsibility to support and represent the Chief Executive and the Council in various civic duties, particularly where the cultural life of the City is concerned.

- **To redesignate the post of Director of Communication to Assistant Chief Executive (Communications and ICT).**

It is proposed that the Director of Communications will be redesignated as the Assistant Chief Executive (Communications and ICT) and take organisational leadership responsibility for ICT in addition to Communications and Customer Strategy. The Assistant Chief Executive Communications and ICT will report to the Deputy Chief Executive (Performance) but retain direct access to the Chief Executive in relation to the communications portfolio. Given the significance of ICT as an enabler the Chief Executive will take the chair the ICT Project Board on the retirement of the Deputy Chief Executive (Regeneration).

4. Conclusion

- 4.1 The strategic management arrangements of the Council are important in ensuring the leadership and capacity to deliver the long terms outcomes within the Community Strategy. The changes to the designations set out in this report will provide additional leadership and management capacity within the Strategic Management Team.

5. Comments from the Assistant Chief Executive (People)

- 5.1 I confirm that I support the proposals within this report and will ensure that full support is provided to the Chief Executive to progress all arrangements for implementing the proposals and appropriate changes arising from them.

6. Comments from the Trade Unions

- 6.1 To follow.