

**MANCHESTER CITY COUNCIL  
REPORT FOR RESOLUTION**

**COMMITTEE :** PERSONNEL COMMITTEE

**DATE:** 27 MAY 2009

**SUBJECT:** RESTRUCTURING OF THE INFORMATION  
COMMUNICATIONS TECHNOLOGY (ICT) SERVICE

**REPORT OF:** STRATEGIC DIRECTOR OF MANCHESTER IMPROVEMENT  
PROGRAMME

**PURPOSE OF THE REPORT**

To set out proposals to reorganise the Information Communications Technology (ICT) Service, to enable it to more effectively meet the demands of the Council and support delivery of key Council priorities.

**RECOMMENDATIONS**

The Committee is asked to:

1. Endorse the overall principles for restructuring as set out in this report to provide for an approach to ICT management that is focused on delivery of key Council priorities, particularly the ICT strategy and the Information Strategy.
2. Disestablish the following roles in the current senior management structure of the ICT Service:
  - Head of Strategic Information Technology - £74,580;
  - Technology and Infrastructure Manager - £52,479;
  - Head of Business Relations - £50,000; and
  - Applications Manager - £51,225.
3. Agree the proposed revised structure, including the following senior management roles:
  - Chief Information Officer at £78,000
  - Head of ICT Operations at £55,000
  - Head of ICT Strategy and Change at £55,000
4. Grant delegated authority to the Strategic Director of the Manchester Improvement Programme, acting in consultation with the Head of Corporate Personnel, to progress implementation of the remaining structure in terms of final numbers and grading levels within each Grouping, including revised job



## **1. BACKGROUND**

- 1.1 The ICT Service has been progressively working through a Service Improvement Project (SIP) which aims to establish a fully centralised service that will provide an enhanced and consistent approach to support across the Council's ICT estate. The SIP is currently being implemented in a number of phases, however, a number of practical difficulties have made this process more time consuming and problematic than was expected.
- 1.2 At its meeting on 3 November 2008, Personnel Committee agreed to transfer management responsibility for the service to the Strategic Director of the Manchester Improvement Programme. This transfer took place on 1 December 2008 and the Strategic Director has commenced a rigorous review and assessment of the role of the ICT Service in meeting the current and future needs of the Council, consistent with both the agreed ICT Strategy and the Information Strategy.
- 1.3 Outside of those elements of the Service that have already been centralised, there are also smaller, but no less critical, ICT teams that have grown across most Directorates to support specific service based ICT requirements. Having gained specific knowledge of service area requirements, these teams have bought and developed systems, some heavily bespoke, independent of the central service. The consequence is that the overall ICT service has become fragmented and it must be a key objective that early steps are taken to regulate the overall system and develop an integrated approach to protect and enhance the effectiveness and integrity of the system.
- 1.4 The current senior management structure of the ICT service consists of a Head of Strategic Information Technology, with three direct reports:
  - i. Technology and Infrastructure Manager,
  - ii. Applications Manager and
  - iii. Business Relations Manager.
- 1.5 It is considered that the existing structure neither provides adequate strategic direction for the service or a capacity to optimise performance standards. The Strategic Director of the Manchester Improvement Programme has now developed a clear vision for a service which will meet the ongoing requirements of the Council and its constituent services.

## **2. DRIVERS FOR CHANGE**

- 2.1 Following transfer of responsibility for the ICT Service on 1 December 2008, the Strategic Director of the Manchester Improvement Programme has completed a review of the service and has identified a number of urgent drivers for change. These consist primarily, but not exclusively, of the following:

- 2.1.1 The need to deliver an enhanced customer focused service to support the transformation agendas which are so crucial to the future success of the Council.
  - 2.1.2 The need to develop a structure to attract and retain appropriately skilled staff and to provide a strong strategic approach to management of the infrastructure.
  - 2.1.3 The need to enhance and streamline support services, particularly as the service requires some employees to be available on a 24-hour basis, seven days per week.
  - 2.1.4 The need to strengthen team working and the proactive management and maintenance of equipment and the infrastructure.
  - 2.1.5 The need to accelerate the modernisation and integration of the total system. There are parts of the infrastructure that can demonstrate examples of the very latest technology such as data storage and the use of Wyse terminals, but there are other parts with the potential for technological failure and inefficiency.
- 2.2 These considerations mean that the service is heavily concentrated on keeping the infrastructure stable and functioning, often causing it to have difficulty in engaging with services to support and enable their transformation objectives and inspire new ways of working through leading edge technology.
- 2.3 The Service Desk is not staffed to effectively deal with the volume or complexity of the issues that are reported to it. This results in the need for issues to be escalated to those within the service with more technical knowledge, or to third party suppliers, causing delays in resolving the problems and increased negative impact on the wider Council.
- 2.4 The recent virus attack has highlighted the weaknesses within the service and has resulted in the need to significantly change the delivery model for ICT.

### **3. PROPOSED DELIVERY MODEL**

- 3.1 In light of these considerations, the Strategic Director wishes to develop a structure that provides for effective leadership and clear strategic direction, with capacity to allow the Council to access technical solutions and support quickly to ensure their services are not compromised by the failure of systems.
- 3.2 It is evident that the Council's current arrangements rely on existing in-house technical expertise and buying in specialist and bespoke support when it is required, which is not adequate for the needs of a modern integrated service. Urgent consideration is therefore being given to the possibility of revising the current arrangements in terms of the use of external partners, increasing their role to deliver more aspects of the service, whilst decreasing the number of partners overall. This will explore how the service can procure the best

technical expertise possible to provide appropriate support to the ICT estate. Separate proposals will be brought forward in relation to these considerations.

- 3.3 The Council will retain overall control over the service, setting the direction of travel in terms of change priorities, retaining ownership of data on site and under in-house security arrangements, and ensuring that there exists a close and effective relationship between the service areas and the service. It is proposed that the ICT Service Desk be retained in-house and this act as the main source of entry to the service by service users. The Service Desk staffing would be increased both in terms of numbers and expertise to diagnose and resolve more issues at the time of first contact, and to complete straightforward change processes and requests.
- 3.4 In order to create a management framework from within which these critical changes can be delivered, it is proposed that the current senior management structure be reviewed, and the following posts are disestablished:
- Head of Strategic Information Technology - £74,580;
  - Technology and Infrastructure Manager - £52,479;
  - Head of Business Relations - £50,000; and
  - Applications Manager - £51,225.
- 3.5 It is proposed that these posts are superceded by a new structure consisting of two distinct teams:
- i. **Operations:** This team would be responsible for operations and ensuring the continuing effective running of the Service, including maintaining security, hardware, software, network and applications.
  - ii. **Strategy:** This team would be responsible for ensuring that the strategic direction of the service is secure, developing the use of cutting edge technology and equipment and meeting the future ICT needs of the Council, and, more importantly, support the transformation needs of the Council.
- 3.6 Generic job families will be developed on three levels to work in cross-functional teams within the Operations team, to deliver a service less concentrated around silos. These teams would consist of City Council employees together with those employed by external partners, but managed by Service Delivery Managers employed by the City Council to maintain full control of their activities.
- 3.7 The Director of MIP believes that in order to drive forward the service a new focussed management structure is required consisting of three senior management posts:
- i. a Chief Information Officer, reporting to the Director of MIP with overall responsibility for the Service;

- ii. a Head of ICT Operations, with responsibility for ensuring the ongoing smooth running, maintenance and security of the infrastructure; and
- iii. a Head of ICT Strategy and Change, with responsibility for the development of the Service and ensuring it meets the requirements of the Council and its residents in the future.

### **3.8 Chief Information Officer (Proposed salary - £78,000)**

It is proposed that the current post of Head of Strategic Information Technology is disestablished and in its place, a new post of Chief Information Officer is created. The Chief Information Officer would report to the Strategic Director of the Manchester Improvement Programme and be responsible for the strategic direction of the Service, developing new ICT solution, working with partners internally and externally to ensure that the Service meets the requirements of the Council and its residents.

The role of the Chief Information Officer is developing across a number of organisations, to leverage the present and future value of information and technology to ensure that they are an integral part of decision-making, strategy formulation, innovation, and the overall management of the organisation. There is a requirement within the Council for the ability to develop, maintain and access, in a timely manner, accurate information necessary for the Council to provide effective services, and the wider responsibilities of the Chief Information Officer would make this possible.

The post holder will also be required to represent the service at the highest level both within and outside the City Council. In view of the range of responsibilities attached to this post, a salary of £78,000 is proposed. This proposed salary level is consistent with comparable posts within other centrally managed professional services and is competitive in relation to the current market for experienced ICT transformation managers.

In order to secure the best available appointment, it is proposed that this post is subject to an external recruitment process supported by recruitment consultants with a track record of making successful appointments to senior ICT management roles.

### **3.9 Head of ICT Operations (Proposed salary £55,000)**

To support the work of the Chief Information Officer and lead the Operations team, it is proposed that a Head of ICT Operations is created. With responsibility for leading and managing ICT operations across the Council, the role would ensure that the estate is efficient, secure and meeting the requirements of service users at all times. This includes responsibility for developing and implementing vital disaster recovery processes.

A secure ICT estate requires robust protection against the possibility of infection from either inside or outside the organisation, and the Head of ICT Operations would lead on ensuring this protection is in place. With control of the ICT budget, the role would develop efficient and productive relationships with any partner organisations, managing service levels agreements and measuring the performance of suppliers. The role would have significant management responsibilities, managing both Council staff and staff from external providers where appropriate with a wide range of skills and expertise.

The postholder will also be required to represent the service at a senior level both within and outside the City Council. In view of the range of responsibilities attached to this post, a salary of £55,000 is proposed. This proposed salary level is consistent with comparable posts within other centrally managed professional services.

### **3.10 Head of ICT Strategy and Change (Proposed salary £55,000)**

In recognition of the focus that is required on the strategic future of the ICT Service, it is proposed that the post of Head of ICT Strategy and Change is created. The main purpose of this role would be to drive the transformation of the ICT Service to be a continuously improving, customer-focussed division that effectively supports the Council's wider transformation projects to meet the needs of service users.

The role would be central in negotiating, implementing and managing the development of long term strategic ICT partnerships and to develop a roadmap for service implementation. In moving towards the aim of increased use of external service providers, the role would be responsible for planning and managing the consultation and transition of all relevant activities to strategic partners. The role would also lead on any ICT related change embedded in any other change projects undertaken outside of the ICT Service.

The post holder will also be required to represent the service at a senior level both within and outside the City Council. In view of the range of responsibilities attached to this post, a salary of £55,000 is proposed. This grading level is consistent with comparable posts within other centrally managed professional services.

- 3.11 It is proposed that current senior managers in the service graded above Grade 10 are invited to participate in ringfence interviews for the two new posts of Head of ICT Operations and Head of ICT Strategy and Change. In the event that either or both of these posts are not filled through the ringfence process, then an extended recruitment process would be initiated, supported by a firm of recruitment consultants with a track record of making successful appointments to senior ICT management roles.

- 3.12 Following completion of this appointment process, more detailed structures will be developed and implemented. Senior staff who are not appointed to posts as a result of the ringfencing process will be considered for roles in the new structure in line with established Council policies.

#### **4. CONCLUSION**

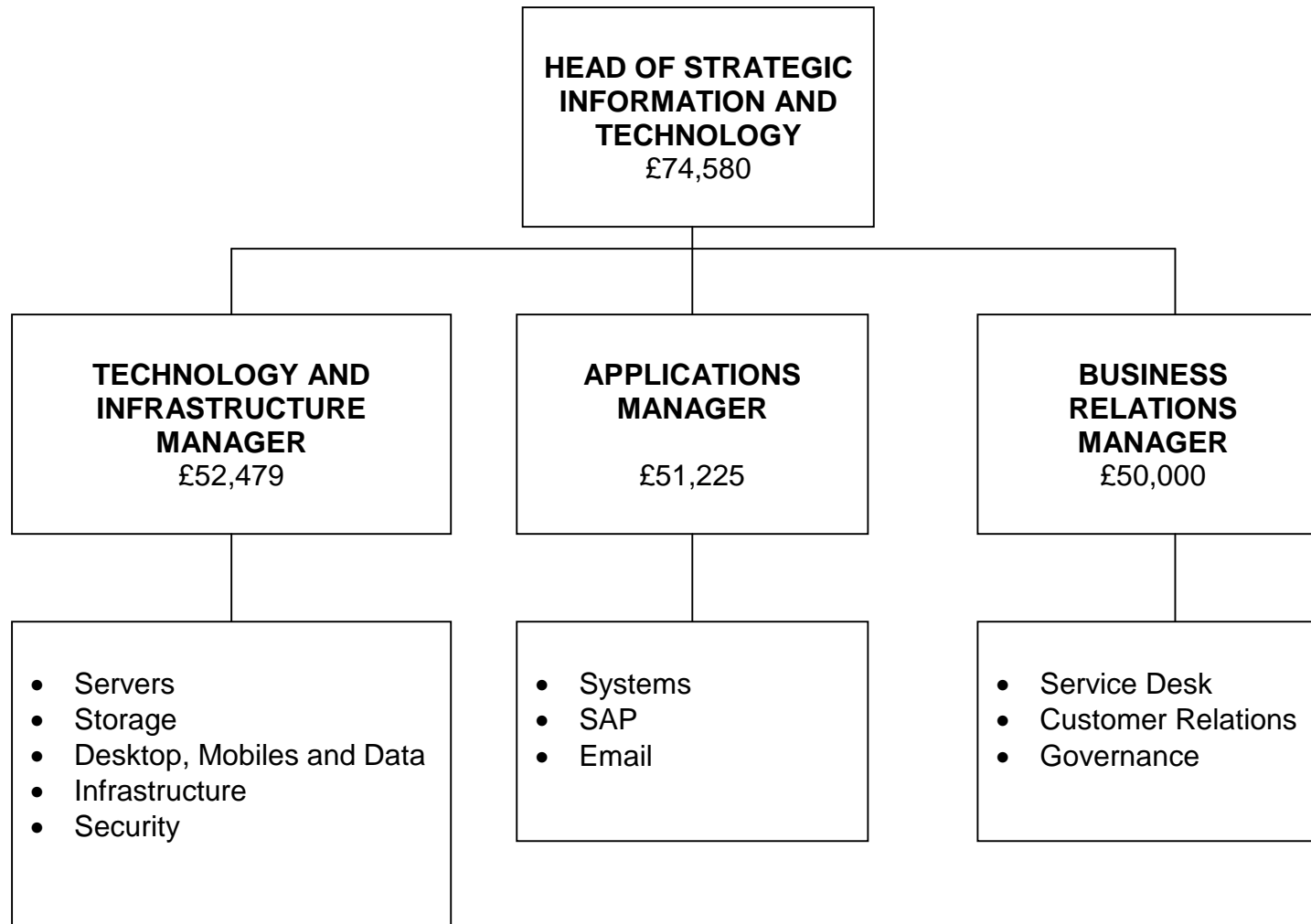
- 4.1 Since 2004 the ICT Service has been working within a service improvement plan in response to a range of specific service developments.
- 4.2 As the needs of the broader organisation are changing in response to the need for a one organisation approach to the delivery of ICT Strategy, and the recent issues caused by the computer virus, there is a need to review the ICT Service's ability to support the organisation to deliver its services and remain secure and robust.
- 4.3 Subject to the Committee approving the proposed management structure for the ICT Service it is requested that delegated authority be granted to the Strategic Director of the Manchester Improvement Programme, acting in consultation with the Head of Corporate Personnel to progress implementation of the remaining structure in terms of final numbers and grading levels within each Grouping, including revised job descriptions and arrangements for making appointments to the senior structure.
- 4.4 Determination of final numbers will be within budget and incorporate the achievement of identified SIP savings.

#### **ATTACHED AS APPENDICES**

1. Current structure for ICT Service;
2. Proposed structure for ICT Service.

**APPENDIX 1**

**CURRENT STRUCTURE FOR ICT SERVICE**



**APPENDIX 2**

**PROPOSED STRUCTURE FOR ICT SERVICE**

