

**MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION**

COMMITTEE: PERSONNEL
DATE: 21 OCTOBER 2009
REPORT OF: DEPUTY CHIEF EXECUTIVE (PERFORMANCE)
SUBJECT: REVIEW OF MANAGEMENT STRUCTURE OF
PERFORMANCE DIVISION, CHIEF EXECUTIVE'S
DEPARTMENT

PURPOSE OF THE REPORT

To put forward proposals to review senior management arrangements under the Deputy Chief Executive (Performance) to develop fit for purpose structures that drive service improvements and create sufficient skills and capacity to deliver national and local priorities.

RECOMMENDATIONS

The Committee is recommended to:

1. To note and endorse the cost neutral proposals of the Deputy Chief Executive (Performance) for restructuring the Performance Division in order that it can more effectively support the delivery of key Council objectives within existing budget allocations.
2. Disestablish the post of Head of Corporate Performance and transfer residual responsibilities to redesignated posts of Head of Organisational Improvement and Planning and Head of Partnerships and Performance.
3. Regrade the post of Head of Crime and Disorder based on the evidence of market forces from £68,802 to a salary of £75,000, rising to £80,000 after a period of two years.
4. Redesignate and regrade the Head of Youth Interventions Service from £57,330 to the Head of Youth Crime and Offender Management, and increase the salary of the post to £60,000.

5. Grant delegated authority to the Deputy Chief Executive (Performance) acting in consultation with the Head of Corporate Personnel to develop detailed job descriptions where necessary and to effect revised structures and job evaluate new and changed posts for services below these roles.

FINANCIAL IMPLICATIONS FOR THE REVENUE AND CAPITAL BUDGETS

These proposals will be cost neutral in overall terms. The proposals in respect of Crime and Disorder will result in a maximum increase to the budget of approximately £40,000 per annum which will be met from funds derived from the Youth Justice Board, Drug Treatment pooled budget, Neighbourhood Crime and Justice and efficiencies in the mainstream Crime and Disorder budget.

These proposals will reduce spending in the Corporate Performance Group by circa £50,000 per annum and support the achievement of challenging efficiencies targets in the corporate Performance and Organisational Development Groups. All proposals will be contained within existing budget allocations.

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WARDS AFFECTED: All

IMPLICATIONS FOR:

Anti poverty	Equal Opportunities	Environment	Employment
Yes	Yes	Yes	Yes

1. INTRODUCTION

- 1.1 The Deputy Chief Executive (Performance) was appointed to post in March 2009. Since taking up appointment, he has given consideration to how the current organisation of services in his portfolio can be strengthened to ensure a proper level of focus is applied to supporting the achievement of key Council objectives and priorities.
- 1.2 Following consultation with the Chief Executive and colleagues on the Strategic Management Team, objectives and proposals have been developed for revised senior management arrangements and consequential structural adjustments for the Corporate Performance service and the Crime and Disorder Unit.
- 1.3 The objectives take into consideration the current progress on the Council's priorities and the effectiveness of the Corporate Performance Group in supporting the delivery of those priorities, The objectives are as follows:-
- To streamline the layers of management within the Corporate Performance Group and allow a greater degree of scope and responsibility to managers in the future.
 - To contribute to the achievement of targets for efficiency savings in the Corporate Performance and Organisational Development Groups.
 - To strengthen capacity on community cohesion whilst maintaining the progress made over the past year in strengthening the management of lead officers for equalities and supporting lead Members for equalities.
 - Continue to develop a stronger integration of business planning with the development of corporate policy and strategy, as well as financial imperatives.
 - To strengthen strategic capacity for organisational and leadership development within the Division and within Directorates, whilst transferring the administration of procurement of training to a Shared Service Centre within the Corporate Personnel function.
 - To support the Assistant Chief Executive (Performance) in integrating the above functions as part of a more coherent corporate centre.
 - To strengthen the strategic management of the Crime and Disorder function, now that it encompasses Youth Offending Services, Drug and Alcohol Services and Anti Social Behaviour services (recently

transferred from Neighbourhood Services).

- 1.4 The proposals set out in this report are designed to achieve the above objectives.

2. BACKGROUND

- 2.1 The services that currently fall directly within the remit of the Deputy Chief Executive (Performance) are as follows:-

- Corporate Performance;
- Leadership Development;
- Research and Intelligence;
- Crime and Disorder;
- Joint Health Unit.

- 2.2 No changes are proposed at this stage in relation to the Joint Health Unit, but it should be noted that the current Director of the Unit has been asked to become Acting Director of Public Health whilst another senior member of staff has been seconded to work full time over the next five months on Swine Flu issues. Arrangements are currently in place to lead and manage the Joint Health Unit during this period.

- 2.3 The current and proposed structure charts are attached as Appendices 1 and 2.

- 2.4 Proposals for reviewing responsibilities across the Deputy Chief Executive (Performance)'s portfolio are set out below.

- 2.5 A key focus for the service is the development of staff through the service and specifically developing positive action programmes to support Black and Minority Ethnic staff in joining and progressing within the Organisation.

3. ASSISTANT CHIEF EXECUTIVE (PERFORMANCE)

- 3.1 The post of Assistant Chief Executive (Performance) has recently been filled. This role will have responsibility for the realignment and improvement of services within the Performance, Leadership and Organisational Development and Research and Intelligence functions. The focus will be on what works best to achieve performance objectives across the Council and to develop strategies to take this forward.

- 3.2 The Assistant Chief Executive is responsible for three teams, each managed by a Head of Service:

- Corporate Performance
- Leadership Development
- Corporate Research and Intelligence

3.3 To help secure sustainable improvements in the Council's overall performance management framework, it is proposed to adjust management responsibilities within the Assistant Chief Executive's portfolio as set out below.

3.4 **Corporate Performance**

3.4.1 There are significant similarities and overlaps in the scope and responsibilities of the Head of Corporate Performance, Assistant Chief Executive (Performance) and Deputy Chief Executive (Performance). It is evident that a substantial element of the responsibilities of the Head of Corporate Performance are embraced by the two more senior roles, primarily in relation to the strategic planning processes and performance management framework for the City Council. It is therefore proposed that the post of Head of Corporate Performance is disestablished.

3.4.2 Discussions have been held with the Head of Corporate Performance and it has been agreed that his skills and experience are to be utilised on an interim basis in a project management role within the Directorate of Transformation pending a satisfactory permanent resolution being established which meets the needs of the postholder and the City Council.

3.4.3 It is proposed that the two existing posts of Team Leader (Organisational Improvement and Planning) and Team Leader (Partnerships and Performance) are augmented and redesignated to assume responsibility for residual activities. This will be progressed under delegated authority.

3.5 These proposals will achieve a net efficiency of around £50,000 per annum.

3.6 **Leadership Development**

3.6.1 The role of Head of Leadership Development will be refocused to prioritise the development of strategic and senior management capacity across the organisation and to facilitate development of a culture that supports the delivery of transformational change. This will include:

- **Culture:** work on articulating our values, the behaviours needed and how our organisational systems, processes and ways of working need to develop to support these values and behaviours.

- **Leadership** strategies to secure future leadership capacity through succession planning and leadership programmes.
- **Capacity:** workforce planning and skills development integrated into business planning.
- **Capability:** Investors In People, staff surveys, competencies and appraisal process.
- Delivering the outcome of the Organisational Development Service Improvement Project to improve strategic capacity for Organisational Development and achieve targeted efficiencies of around £250,000 per annum.

- 3.6.2 The Deputy Chief Executive (Performance), the Strategic Director of Transformation and the Head of Corporate Personnel will give further consideration to the most appropriate organisational arrangements for management of the skills agenda across the City Council. This work is focused on giving priority to the recruitment of workless Manchester residents through appropriate apprenticeship and pre-employment programmes.
- 3.6.3 Arising from the Organisational Development Service Improvement Project, it is proposed to transfer the transactional aspects of training and development to the Personnel Shared Service Centre under the overall responsibility of the Head of Personnel. This will support the achievement of efficiencies arising from SAP implementation and enable the Head of Leadership Development to focus on enhancing leadership development capacity. The Head of Personnel and Head of Leadership Development will work together to determine an appropriate methodology and timetable for the transfer of resources from Departmental Service Improvement Teams to the Personnel Shared Service Centre.
- 3.6.4 In the longer term, it is intended that the Personnel Shared Service Centre will be merged with the Finance Shared Service Centre to create a single organisational unit responsible for managing all SAP related transactional activities. Further proposals in this regard will be submitted to the Executive Member for Finance and Human Resources.
- 3.6.5 It is not proposed to adjust the salary of the Head of Leadership Development (£65,040) arising from these proposals.

3.7 **Research and Intelligence**

- 3.7.1 The Deputy Chief Executive is keen to enhance the Council's existing Research and Intelligence capacity in order to develop systematic

approaches and strategies across the Council for the gathering and provision of intelligence which contributes to the achievement of the Council's priorities, including at a neighbourhood level.

- 3.7.2 It is, therefore, proposed to transfer the post of Team Leader (Area Co-ordination) and the associated responsibilities for activities in relation to Ward Co-ordination, strategy in relation to the third sector and corporate support for community engagement to the line management of the Head of Corporate Research and Intelligence. This will integrate support for Ward Co-ordination with the provision of research and intelligence support for ward planning. It will also integrate support to community engagement with the use of research and surveys to identify the needs and interests of citizens and customers.
- 3.7.3 It is not proposed to adjust the salary of the Head of Research and Intelligence (£63,177) arising from these proposals.

3.8 Corporate Leadership and Co-ordination

- 3.8.1 A key task for the new Assistant Chief Executive (Performance) will be to develop strong corporate leadership and co-ordination for matters relating to performance management, business planning, research and intelligence, community engagement and organisational development. Further work will be undertaken with Strategic Directors in order to identify posts in their own Directorates which currently undertake these roles. At this stage, it is intended that those posts remain operationally accountable and be line managed within the relevant Directorate, but will receive strategic leadership and professional development from Heads of functions in the Corporate Performance Division.

4. CRIME AND DISORDER UNIT

- 4.1 The Crime and Disorder function was last reviewed five years ago when a Head of Service and a small team was created to focus on the delivery of Public Service Agreement targets. Since then the Crime and Disorder Reduction Strategy has been implemented which has enabled the achievement of a 23% reduction in crime in Manchester. This represents around 15,000 fewer victims and an estimated saving from the cost of crime of £53 million.
- 4.2 A new strategy is now in place with challenging targets to further reduce crime, disorder and anti-social behaviour by March 2011 and to increase public confidence.
- 4.3 A key strength of the Crime and Disorder Unit has been the analysis of

- evidence to drive the targeting and performance management of partnership and mainstream resources. The Unit now runs a system of delivery through local tasking, neighbourhood partnerships, business management groups at divisional level and through supporting the Crime and Disorder Partnership Board and the Public Service Board as one of the key themes in Manchester's Community Strategy.
- 4.4 The role of the Youth Offending Service has also expanded to include the delivery of early intervention and prevention programmes. The remit of the Youth Offending Service now includes the Multi Agency Gang Strategy which has a national reputation for investment and leadership on initiatives tackling guns and gangs.
- 4.5 The Crime and Disorder Unit has also significantly strengthened its neighbourhood focus with the development of highly successful Respect Action work and "One Team" approach to delivery.
- 4.6 In order to consolidate the achievements of the last five years and to meet the increased challenges going forward, the Youth Offending Service, the Drug and Alcohol Action Team and the Crime and Disorder Unit have been brought together under the leadership of the Head of Crime and Disorder.
- 4.7 In addition, following the review of strategic housing functions, Anti Social Behaviour Services have been transferred to the line management of the Head of Crime and Disorder. A programme of integration and transformation of these services is now underway.
- 4.8 These changes have led the Deputy Chief Executive (Performance) to review the senior management structure of the service, including role definitions, strategic responsibilities, skills and qualities and to revise existing roles and salary arrangements as follows:-

4.8.1 **Head of Crime and Disorder**

This post was established in 2004 and since then, the role has expanded significantly both in strategic responsibilities and the range of service responsibilities within the Crime and Disorder function. The current salary for this post is £68,802 and it is proposed to adjust the salary to £75,000, rising to £80,000 after two years to reflect the increased range of responsibilities the post is accountable for.

The Head of Crime and Disorder will oversee the direction, delivery and performance management of the national and local strategies in relation crime and anti social behaviour, drug misuse, offender management and safer neighbourhoods.

4.8.2 **Head of Youth Crime and Offender Management**

The primary purpose of the role is to develop and direct the city-wide response to reducing youth crime and youth offending, developing key plans and strategies in partnership with other agencies that both challenge and support young offenders and their families and improve outcomes for children and young people.

Over the last three years, the Youth Offending Service has transformed and expanded its role in relation to the effective management of offenders, to prevention, early intervention and rehabilitation. The service now has a stronger connection to the wider objectives of safeguarding and positive outcomes for children and young people.

The introduction of a Youth Crime Action Plan has enabled the service to develop further into the areas of joint commissioning of services for children and young people, integrated youth support, and tackling violent gang activity.

The service has also expanded to incorporate the Multi Agency Gang Strategy which has a national reputation for its investment and leadership on initiatives in this important area of work. The national Tackling Gangs Action programme has acknowledged Manchester as a flagship partnership in this area of work and additional resources have been brought into the city as a result of the excellent partnership work that has taken place.

It is proposed to increase the salary of this post from £57,330 to £60,000 to reflect the seniority of the role. This salary is comparable with the Head of Youth Offending Service posts in other Local Authority areas and with senior management posts in other Council Departments.

4.8.3 It is also intended to progress changes to the existing structural arrangements under the Scheme of Delegation of Staffing Proposals which will result in the following senior posts:

- Deputy Head of Youth Interventions;
- Head of Neighbourhoods;
- Partnership Business Manager;
- Deputy Head of Drugs and Alcohol Strategy Team;
- Head of Anti-Social Behaviour.

5. **JOINT HEALTH UNIT**

- 5.1 The Director of the Joint Health Unit is responsible for strategic planning and partnership working for health improvement and tackling health inequalities.
- 5.2 The Unit leads on a number of key public health priorities. It co-ordinates the Health and Wellbeing Partnership within the Local Strategic Partnership, and manages the allocation of partnership resources. It supports the work of the Health and Wellbeing Overview and Scrutiny Committee and also provides a public health information, intelligence and research function to the NHS, the Council and other partner organisations.
- 5.3 The Unit is located within the Performance Division of the Chief Executive's Department, but is jointly funded by the Council and the Manchester Primary Care Trust. Five senior posts report direct to the Director of Joint Health Unit:
- Strategic Manager (Health and Regeneration)
 - Strategic Manager (Teenage Pregnancy Strategy)
 - Strategic Manager (Performance and Commissioning)
 - Strategic Manager (Valuing Older People)
 - Strategic Manager (Employment and Health)
- 5.4 This service was last reviewed in 2008 and the Deputy Chief Executive is satisfied that the current structure and management team remain fit for purpose. The team is clear about its agenda and key priorities and has the appropriate management support in place to deliver these.

6. CONCLUSION

- 6.1 The proposals for Corporate Performance, Organisational Development and Research and intelligence will provide the basis for which to continually build upon the Council's performance improvement measures. The development of strategic capacity and the streamlining of services will assist in the delivery of complex and challenging agendas and help us achieve the Council's objectives.
- 6.2 Additionally, there has been a significant expansion in the work programme of the Crime and Disorder Unit over the last three years. There is now a need to strengthen senior management and strategic capacity within the Unit to ensure the development and retention of a high quality, skilled and flexible senior team.
- 6.3 Strengthening the unit will support the objectives of the new crime strategy, the Local Area Agreement and the wider Community Strategy and will further integrate neighbourhood management, citizen involvement and

engagement and crime and anti-social behaviour reduction under a single corporate and customer focused structure.

7. COMMENTS OF THE HEAD OF PERSONNEL

- 7.1 I fully support the proposals set out in this report and have discussed these in depth with the Deputy Chief Executive (Performance).
- 7.2 The transfer of transactional functions to the Shared Service Centre will improve the provision of services, enable a consistent approach to systems and processes in line with best practice and yield efficiency savings through synergies.
- 7.3 I will ensure that the relevant support is provided in implementing the proposed changes arising from this report and advising on other aspects of the structural arrangements below these roles.

8. COMMENTS OF TRADE UNIONS

- 8.1 UNISON notes the report and is raising some queries.
- 8.2 Page 1 point 3 – we note the salary for this position and feel that salaries for senior managers need to be in line with the current market forces, but note that this role has impacted on the reduction of crime in Manchester of 23%.
- 8.3 Page 2 - Financial Implications for the Revenue and Capital Budgets – we note that the report states that the new structure will be cost neutral yet refers to a maximum increase to the budget of approximately £40,000 per year, we understand that it states that this will be met by certain neighbourhood projects and hope this is sustainable and does not impact on the revenue or capital budgets in the future.
- 8.4 Page 4/5 - the report talks of Leadership Development but nothing about organisational development. Is this something that will be incorporated?
- 8.5 UNISON is supportive of the approach and looks forward to working with the Deputy Chief Executive (Performance) and the Head of Corporate Personnel on the rest of this area and reserve the right to address issues with the Executive Member for Finance and Human Resources should the need arise.

9. IMPLICATIONS FOR KEY COUNCIL POLICIES

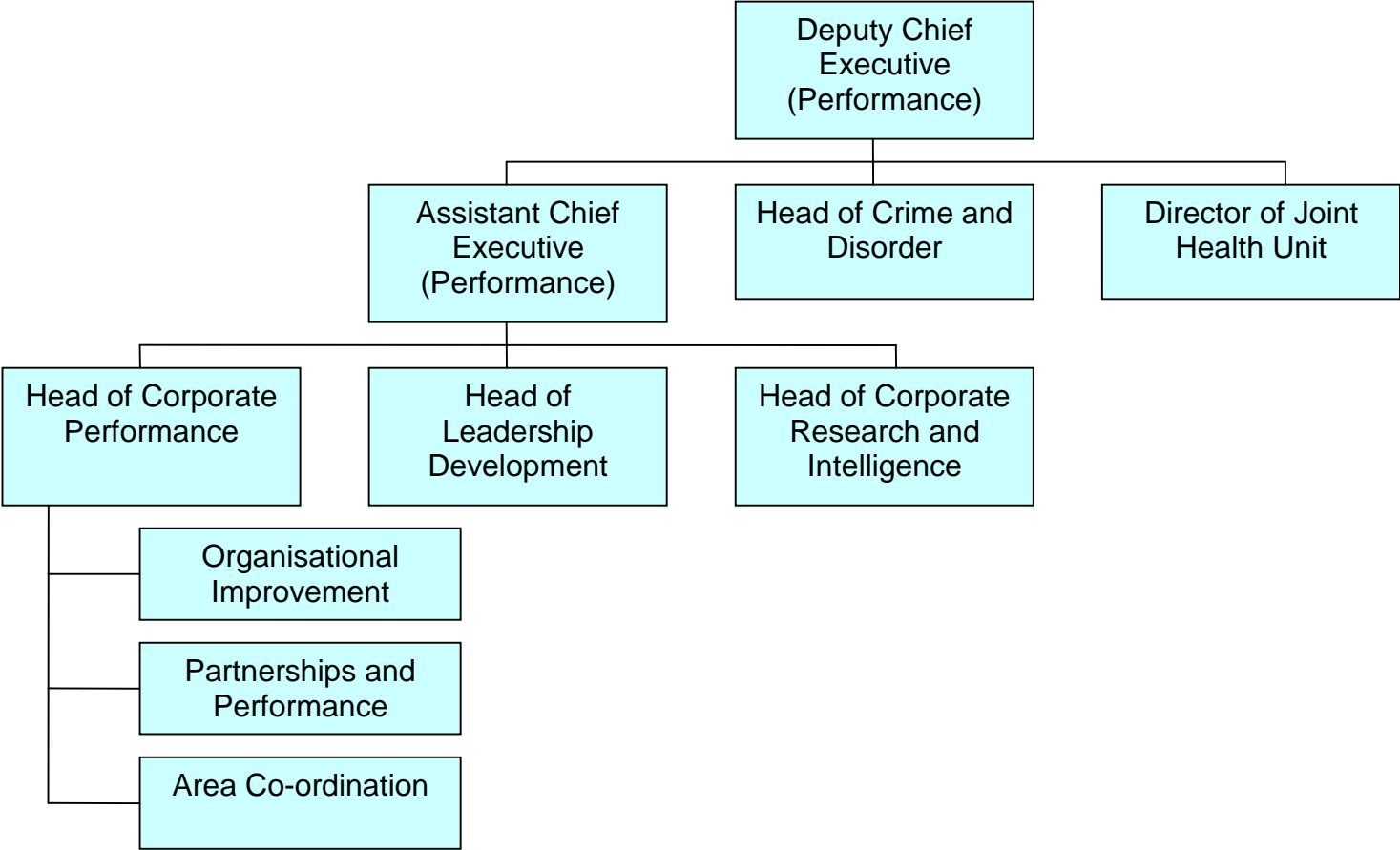
- 9.1 The Deputy Chief Executive (Performance) is responsible for supporting the achievement of all City Council policies and the proposals in this report will enhance managerial capacity to achieve improved outcomes.

ATTACHED AS APPENDICES

1. Performance Division – Current senior management structure chart.
2. Performance Division – Proposed senior management structure chart.

APPENDIX 1

PERFORMANCE DIVISION – CURRENT SENIOR MANAGEMENT STRUCTURE CHART



APPENDIX 2

PERFORMANCE DIVISION – PROPOSED SENIOR MANAGEMENT STRUCTURE CHART

