

AGENDA FOR

HUMAN RESOURCES AND APPEALS PANEL

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To: All Members of Human Resources and Appeals Panel

Councillors : J Black, D Jones and N Jones

Dear Member/Colleague

Human Resources and Appeals Panel

You are invited to attend a meeting of the Human Resources and Appeals Panel which will be held as follows:-

Date:	Monday, 13 January 2020
Place:	Lancashire Fusiliers Room - Town Hall
Time:	4.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Members of Human Resources Committee are asked to consider whether they have an interest in any of the matters on the Agenda, and, if so, to formally declare that interest.

3 CORPORATE RESTRUCTURE PROPOSALS *(Pages 1 - 34)*

A Report from Councillor David Jones, Leader of the Council and Councillor Jane Black, Cabinet Member for Corporate Affairs & HR is attached.

REPORT FOR DECISION

DECISION OF:	HUMAN RESOURCES & APPEALS PANEL / CABINET
DATE:	13 JANUARY 2020
SUBJECT:	Corporate Restructure Proposals
REPORT FROM:	Councillor David Jones, Leader of the Council Councillor Jane Black, Cabinet Member for Corporate Affairs & HR
CONTACT OFFICER:	Geoff Little, Chief Executive
TYPE OF DECISION	KEY Decision
FREEDOM OF INFORMATION STATUS	In the public domain
SUMMARY:	<p>This report proposes the final changes to the organisation structure which was proposed for the purpose on consultation on 23 September 2019 including:</p> <ul style="list-style-type: none"> • a single four-departmental structure across the Council and CCG incorporating a common Corporate Core, alongside establishing the One Commissioning Organisation • the realignment of teams within the new structure, to better support strategic objectives • associated savings from senior management costs, to maximise efficiency. <p>The final proposals include changes made based on consultation feedback and further detailed analysis.</p>
OPTIONS & RECOMMENDED OPTION	Recommendations appear at the end of this report.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	The proposals accord with the policy framework
Statement by the S151 Officer:	The original paper, approved by HRA and Cabinet in September 2019, identified savings of c£760k in relation to the proposed corporate restructure. The revised

Financial Implications and Risk Considerations:	recommendations in this paper (following the formal consultation process) do not materially impact on that assessment.
Equality/Diversity implications:	Final EIA attached Recruitment following the restructure will be in line with equality and diversity
Considered by Monitoring Officer:	Outside of the relatively small number of statutory posts, the Council has a wide discretion to create a senior manager structure to reflect the current needs of the Organisation. In accordance with the Constitution the Cabinet is to approve amendments to the overall departmental structure of the Council and any major restructuring within directorates/departments. Consequential amendments will be made to the delegations scheme in the Constitution, if approved.
Wards Affected:	All
Background papers	Reports to HRA and Cabinet: <ul style="list-style-type: none"> • 7 September 2018 • 23 January 2019 • 24 April 2019 • 23 September 2019

1. Purpose of Report

1.1 In a report to the HR and Appeals Panel on 23 September 2019 the Chief Executive made a series of proposals for organisation restructure and capacity, as follows:

- A single five-departmental structure within which all Council and CCG services will be integrated.
- The specific realignment of some teams within the structure to create the Corporate Core
- Associated savings from senior management costs, to maximise efficiency.

1.2 The proposals have been subject to a period of 90 days consultation. This report summarises the consultation process; key messages of feedback and associated changes proposed and the final recommendations which affect the Council workforce, for approval. A separate report will be made to the CCG Governing Body concerning changes to the CCG workforce establishment.

2. Original Proposals

2.1 The report of 23 September 2019 made the following proposals for structure change, to better align capacity with delivery priorities:

2.1.1 To replace the current organisation structure with the four new departments of Operations; Business Growth and Infrastructure; Department of Corporate Core Services; and Children and Young People – alongside a new single commissioning function, the Bury One Commissioning Organisation (OCO) The detail of structures in each department and the

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OCO will largely be brought forward by the relevant Executive Director with a 'lift and shift' arrangement in the meantime. Specific proposals within the report, however, included:

- The establishment of a Public Protection and Regulation and Enforcement team (PPRE) should be established within the Operations department, within which all Council enforcement and regulation functions would operate
- the Head of Legal Services to assume the statutory role of Council Data Protection Officer
- Caldicott guardian responsibilities to be assumed by social care professionals and not be retained within the Corporate Core
- The Archives service to separate from the Libraries service and move to the Corporate Core as part of an expanded focus on "Culture".

2.1.2 To agree to the establishment of the following posts:

- Executive Director of Strategic Commissioning
- Joint Head of IT (with Bury CCG)
- Director of Community Commissioning
- Children's Commissioning Lead
- Chief Information Officer re-established as a joint post with Bury CCG
- Community Development Lead

2.1.3 To agree the deletion of the following posts on the grounds of redundancy:

- Executive Director, Business Growth and Infrastructure
- Executive Director, Communities and Wellbeing
- Assistant Director Strategy, Procurement and Finance
- Assistant Director – HR/OD
- Head of HR - Children's Workforce
- Head of Financial Management
- Assistant Director (Localities)
- Strategic Lead: Children's Strategy and Commissioning
- Head of Operational Community Safety
- Assistant Improvement Advisor
- Administration Support Officer (Corporate Policy)

2.1.4 To note outstanding budget pressure of £103 000 on the Chief Officer budget and to a corporately managed exercise to reduce costs over the next 12 months

2.1.5 To agree to vary the contracts of all Chief Officers to require posts to participate in the council's rolling 24/7 emergency planning on-call rota.

3. **Consultation process**

3.1. A 90 day consultation period has been applied with a range of opportunities for staff to make comments and ask questions, which have been responded to. This has involved:

- The option to attend question and answer sessions targeted at each of the proposed future departments/functional areas
- An email address for questions
- Regular reminders of the process and emerging questions and answers via global email.

3.2. In no particular order, key issues from staff feedback are set out below

- Over 250 points of feedback or questions have been received from staff, many more proportionately from CCG colleagues than from the Council. Q&As from the consultation sessions have been circulated to all staff.
- More detail was sought on the strategy and positioning of the One Commissioning Organisation (OCO) in particular, which has been provided.

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- The systems leadership and technical content of the Council proposals for a joint IT role was felt to be under stated and additional specific requirements were provided including greater knowledge of the IT architecture across both organisations and leadership on data security compliance including Public Services Network (PSN) requirements and the NHS digital toolkit
- Libraries and archives made strong representations to remain as a single service and potentially move to the Core as part of the new “culture” offer
- Capacity to drive the Bury 2030 plans across the partnership network and, in particular, delivery of the borough’s year as GM Town of Culture 2020 was highlighted as a gap
- Feedback suggested the post title “Community Development lead” requires review as it sounds like the council is doing “to” and not “with” communities and it was also suggested that this post would better fit within the CIO remit to ensure alignment with policy and partnership capacity
- Some errors and queries around posts proposed to be in scope to move between departments and proposed ring fencing within changed structures
- The proposed inclusion of all Chief Officers on the emergency planning rota was considered to be excessive, on the basis that time on rota would be so infrequent that key skills would be lost
- There were representations made that Building Control and Planning teams are strongly aligned and therefore should remain in the same service area rather than separate across the Operations (PPRE) and Business growth and Infrastructure departments
- Concerns were raised around information governance capacity including the management of corporate complaints and to meet the Caldicott guardian responsibilities

4.0 Proposed Amendments to recommendations

4.1. On the basis of consultation feedback a number of changes are proposed, as described below. The updated functions map is appended together with details of affected staff where these have changed:

- It was clarified that the strategic objective of the proposals is the **integration** of Council and CCG structures in order that the two organisations work together in a formal partnership, with integrated delivery teams working as one; joint leadership and common support services to deliver quality outcomes and cost efficiency. In this context the future functions map (appended) was revised and the OCO is no longer described as a department, but a strategic partnership across the Council and the CCG. The OCO is the delivery vehicle for all Bury health and care commissioning which will operate within an integrated CCG and Council structure to a Joint Executive Team.

In parallel with the structure changes, to embed a shared approach, a comprehensive Organisation Development plan is being produced to create the shared purpose of the partnership; common values and new ways of working.

- The proposal to establish a **Public Protection and Regulation and Enforcement team** will be suspended, pending the new Executive Director of Operations taking up post. The following arrangements are proposed for services which were in scope of the proposed PPRE:
 - The Licensing and Trading Standards functions will move to the Operations department as planned, to work in collaboration with Environmental Health and Pest Control;

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- the Building Control Service will remain within the Business Growth and Infrastructure department and is no longer proposed to be in scope of any PPRE function
- future arrangements for the Urban Renewal Team will be determined as part of the ongoing Housing Services Review; until this review is concluded the status quo applies
- The current job description for the Joint Head of IT post is withdrawn. The detail of this role and other direct reports to the Chief Information Officer (CIO) will be reviewed, in consultation with the CCG, in the context of consultation feedback as part of the next phase of implementation of proposed structure change. Pending the definition of sub structures and in view of the amount of work required to transform the Council IT platforms it is proposed that an interim IT transformation expert is engaged, part of whose engagement will be to work with the CIO to propose arrangements for a joint IT service and structure.
- The proposed role of **Community Development Lead** to be renamed Strategic Partnership Manager, reporting (at a lower grade than originally proposed) to the Chief Information Officer in order that the role may operate within the wider portfolio of performance information and strategic policy leadership. The post will have accountability for finalising and assuring delivery of the Bury 2030 strategy and Town of Culture delivery plans; drafting delivery of the associated Corporate Plan; reviewing and managing funding arrangements for the community sector and delivering corporate policy work including the equalities framework.

To meet the ambition of Bury 2030 plans, further capacity around complex programme management and expertise in public service reform is required but not currently available. Further proposals to address this gap will be brought forward for the Panel's consideration.

The Strategic Partnership Manager will assume responsibility for the Arts and Museums service but the Archives service will now move to the Operations department to remain with the Libraries Service. A new post of Partnership Co-Ordinator is also proposed as a direct report to the Strategic Partnership Manager, to be funded using budget from a vacancy that has arisen in Democratic Services since the consultation report was produced and associated proposals were made to bolster resource in that team. The Partnership Co-Ordinator will programme manage Bury 2030 delivery and the Town of Culture annual events plan, as well as driving a refresh of service and individual performance management plans which will be an early priority for 2020.

The Job Descriptions for both the Strategic Partnership Manager and Co-Ordinator are appended, subject to job evaluation.

- The **Interim Executive Director Communities & Wellbeing** to be slotted in to the Director of Community Commissioning post, on the basis that the role is over 60% comparable
- **Information Governance** capacity will be further developed to support proposed changes including:
 - Exploring data management
 - Training all Chief Officers to act as Freedom of Information reviewers
 - Capacity requirements to respond to complaints corporately. Pending more detailed work the only associated resource in scope will remain unchanged

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- Determination of capacity to support the designation of Assistant Director of Adult Social Care (Operations) as Caldicott Guardian for adult social care.
- The number of **Chief Officers** to be included in the emergency rota is reduced to the Executive Team (Strategic Level) and their direct reports at Chief Officer grade (normally as Tactical Officers, although those who currently operate as Forward Incident Officers are invited to remain within this role). Other Chief Officers who are not included in the above arrangements will be required to make an alternative, equivalent, contribution eg to become a proactive corporate parent; school governor; coach or mentor. The responsibilities outlined will be within existing pay. Any additional payments which currently apply will be concluded following a three month notice period. The changes will be applied through a process of contract change. There will be no change in pay or arrangements to those staff below Chief Officer who are currently included on the rota.

5.0 Implementation

- 5.1 A detailed implementation plan will be developed, with a view to all changes being complete by the new financial year. Key activities within the plan will include:
 - 5.1.1 A parallel report to make changes proposed in this report to structures within the CCG will be considered by the CCG Governing Body on 16 January 2020
 - 5.1.2 Accountabilities for services to move, as applicable, to Executive Directors as proposed in this report with immediate effect
 - 5.1.3 The organisation's establishment records on the i-Trent system to be revised and cleansed, to inform accurate reporting
 - 5.1.4 Advertisement of the post of Executive Director Strategic Commissioning during January 2020. Pending this appointment the interim Transformation Director will assume accountabilities for the One Commissioning Organisation and development of the detailed sub structure
 - 5.1.5 Plans for individual departmental structures to implement changes in this report to be brought forward to the next meeting of the HR and Appeals Panel. As part of this process the posts in scope of new departments and the OCO will continue to be subject to review and further proposed moves may be identified, subject to appropriate consultation with affected individuals
 - 5.1.6 A consensual variation of contracts for all affected Chief Officers to incorporate new arrangement for emergency planning, as described above, will be undertaken during January for implementation from the new Financial Year
 - 5.1.7 Proposals to deal with the highlighted c£100 000 funding gap in Chief Officer pay will be brought forward by the Chief Executive within the next financial year as part of budget planning 2020/21
 - 5.1.8 A comprehensive Organisation Development plan will be developed and presented to the HRA, to deal with the culture, vision, values and behaviour change required to achieve the proposed integration

6. Recommendations

- 6.1 On the basis of the original proposals and feedback received, the HR and Appeals Panel is asked to endorse the following final recommendations to the Council's Cabinet:
 - 6.1.1 To replace the current organisation structure with the four new departments of Operations; Business Growth and Infrastructure; Children and Young People; and Corporate Core Services, alongside One Commissioning

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Organisation. The detail of structures in each of these will be brought forward by the relevant Executive Director with a 'lift and shift' arrangement in the meantime. As part of this process the posts in scope of departments and the OCO will continue to be subject to review and further proposed moves may be identified, subject to appropriate consultation with affected individuals

6.1.2 To agree to the establishment of the following posts:

- Executive Director of Strategic Commissioning
- An interim appointment, pending the development of permanent capacity, to provide leadership of joint IT arrangements
- Director of Community Commissioning
- Children's Commissioning Lead
- Chief Information Officer re-established as a joint post with Bury CCG
- Strategic Partnerships Manager
- Partnerships Co-ordinator

6.1.3 To agree the deletion of the following posts on the grounds of redundancy:

- Executive Director, Business Growth and Infrastructure
- Executive Director, Communities and Wellbeing
- Assistant Director Strategy, Procurement and Finance
- Assistant Director – HR/OD
- Head of HR - Children's Workforce
- Head of Financial Management
- Assistant Director (Localities)
- Strategic Lead: Children's Strategy and Commissioning
- Head of Operational Community Safety
- Assistant Improvement Advisor
- Administration Support Officer (Corporate Policy)

6.1.4 To note outstanding budget pressure of £103 000 on the Chief Officer budget and to a corporately managed exercise to reduce costs over the next 12 months

6.1.5 To agree to vary the contracts of all Chief Officers in scope of the emergency planning on-call rota to reflect this requirement.

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One Commissioning Organisation

- Commissioning health and social care Commissioning secondary care and community services including emergency and planned care, cancer and mental health [CWB/ CCG]
- Support at Home Services [CWB]
- Quality: patient safety, clinical effectiveness, patient experience [CCG]
- Infection Control [CWB]
- Commissioning of primary care (GP) services [CCG]
- Referral and Booking Services [CCG]
- Medicines optimisation [CCG]
- Adult / Children’s Safeguarding [CWB/CYP]
- Public Health [CWB]
- Staying Well Team [CWB]
- Mortality including LeDer [CWB]
- Strategic Development Unit (Strategic Planning and Development; Provider Relationship; Reviewing Team) [CWB]
- Care Homes [CWB]
- CHC/Complex Care [CWB/CCG]
- Transforming Care [CWB/CCG]
- Bury EST [CWB]
- Adults Caldicott Guardian [CWB]
- Homelessness and Asylum [CWB]
- Liaison with Persona and LCO for social care operations [CWB]
- Social Care operations through the DASS including LD, Older Peoples MH, C&D, Carers liaison, Disability Services and Personalisation [CWB]

Children and Young People

- Corporate Parenting [CYP]
- Youth and Connexions [CYP]
- Schools, Academies and Colleges [CYP]
- Early Help [CYP]
- Children’s Social Care [CYP]
- MASH [CYP]
- Children’s Safeguarding (other than relating to commissioning) [CYP]
- Fostering and Adoption [CYP]
- Early Years and school readiness [CYP]
- Emergency Duty Team (EDT) [CYP]
- Youth Offending Team (YOT) [CYP]
- Complex Safeguarding [CYP]
- Children’s Caldicott Guardian [CYP]
- Children and Young People in Care
- SEN Team [CYP]
- Additional Needs Team [CYP]
- Education welfare and Children’s Psychology Team [CYP]
- School and College Transport [CYP]
- School Crossing Patrol [CYP]

Operations

- Cleaning and Catering [R&R]
- Street Scene (Highways, Street Lighting and Grounds Maintenance) [CWB]
- Parking [R&R]
- Waste including Recycling [CWB]
- Street Cleansing [CWB]
- Parks and Countryside (including bereavement) [CWB]
- Architectural practice [R&R]
- Engineers [R&R]
- Transport and workshop [CWB]
- Depot [CWB]
- Stores [CWB]
- Environmental Health and Pest Control [CWB]
- Licensing [R&R]
- Trading Standards, [CWB/R&R]
- Facilities Management [R&R]
- Civic Venues [CWB]
- Leisure Facilities [CWB]
- Libraries and Archives [CYP]
- Wellness operations (sport, physical activity, lifestyle, nutrition, BEATS) [CWB]
- Market Operations [R&R]

Business, Growth & Infrastructure

- Economic Development [R&R]
- Development Management [R&R]
- Building Control [R&R]
- Business Engagement [R&R]
- Regeneration [R&R]
- Strategic Planning for land use and development [R&R]
- Estates, property and asset management [R&R]
- Housing development including Affordable Housing [CWB]
- Strategic Housing [CWB]
- Urban Renewal (subject to review) [CWB]
- Liaison with Six Town Housing and Tenant Management Organisations (eg Springs) [CWB]

[CCG] = function from within Bury CCG
 [CWB] = formerly within Communities and Wellbeing
 [R&R] = formerly within Resources and Regulation
 [CYP] = formerly within Children, Young People and Culture

Corporate Core (including Finance)

- ICT and Digital Strategy [R&R/ CWB/ CYP]
- Procurement [R&R]
- Customer Contact – including PALS [R&R/ CCG]
- HR/OD – including HR Traded Services and Bury ACES [R&R/ CWB/ CYP]
- Legal and Democratic Services – including Monitoring, Registrars and Elections [R&R]
- Health and Safety [R&R/CWB]
- Community Safety (Strategic and Operational) [CWB/R&R]
- Resilience and Emergency planning [R&R]
- Communications, Marketing and Engagement [CWB/R&R]
- Information Governance including GDPR and data protection [R&R]
- Risk management [R&R]
- Equality and Diversity [R&R]
- Corporate Complaints (including Adults and Childrens) [R&R/ CWB/ CYP]
- FOIs/ SARs/ EIAs [R&R/ CWB/ CYP]
- Policy and Reform [CWB]
- Performance and Intelligence (including Public Health Intelligence) [CWB/CYP]
- Children’s data team [CYP]
- Adult Learning [CWB]
- Arts and Museums (Culture and Heritage) [CYP]
- Financial Strategy and planning including MTFs development [R&R/CCG]
- Budget Board governance, saving tracker and QIPP [R&R/CCG]
- Financial management, assurance and reporting [R&R]
- DSG [CYP]
- Accounting including Treasury Management; Cashiers; Pay Services (Creditor Payments/ Account Payable/ Payroll) [R&R]
- Audit [R&R]
- Revenues and Benefits processing [R&R]
- Insurance [R&R]

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Posts proposed to move to new Corporate Core service areas (excluding separate reviews eg HR and services where no change proposed)

[CWB] – denotes post currently within Communities and Wellbeing

[CYP] – denotes post currently within Children and Young People

[R&R] –denotes post currently within Resources and Regulation

IT

- Head of ICT [R&R]
- Technical Support Manager [R&R]
- Senior Business Solutions Project Manager [R&R]
- Senior Applications Engineer x 3 [R&R]
- Business Process Analyst (CRM) x 3 [R&R]
- Business Process Analyst (EDRM) x2 [R&R]
- Applications Team Leader [R&R]
- Senior Applications Engineer x 8 [R&R]
- Applications Engineer Apprentice x 2 [R&R]
- Applications Engineer x2 [R&R]
- User Support Team Leader [R&R]
- User Support Reprographics Officer [R&R]
- Senior User Support Technician x4 [R&R]
- User Support Apprentice [R&R]
- Service Desk Supervisor [R&R]
- Senior Service Desk Technician x4 [R&R]
- Senior Finance and Telephony Officer [R&R]
- Finance and Telephony Officer [R&R]
- ICT Finance and Admin Assistant x2 [R&R]
- Senior Technical Support Officer x4 [R&R]
- Technical Support Officer [R&R]
- IT lead [CWB]
- Senior Information Systems Officer [CWB]
- Senior Admin Support Officer [CWB]
- Performance Officer IT Analyst [CWB]
- Information and Systems Manager [CYP]
- Information Systems Co-ordinator [CYP]
- Information Systems Officer x2 [CYP]

(Also responsible for commissioning of CCG IT services)

Performance and Intelligence

- Performance and Intelligence Manager [CWB]
- Performance lead [CWB]
- Strategic Planning Analyst [CWB]
- Performance Officer x 2 [CWB]
- Performance Officer (Public Health) [CWB]
- Intelligence Lead [CWB]

- SCIL Performance Officer x2 [CWB]
- Performance Monitoring and Reporting Officer [CYP]
- Monitoring and Performance Officer (Choices for Living Well) [CWB]
- Information Management Co-ordinator [CYP]

Communication and Engagement

- Joint Head of Communication, Engagement and Marketing
- Councillor Casework administrator [CWB]
- Customer Complaints Co-ordinator (Adult Social Care) [CWB]
- Press and Media Liaison Officer [R&R]
- Leisure Communications Officer [CWB]
- Communications Manager [CWB]
- Communication and Marketing Officer x2 [CWB]
- Social Engagement Manager [CWB]
- One Community Engagement Officer [CWB]
- One Community Engagement Apprentice [CWB]
- Social Development Manager [CWB]
- Bury Directory Co-ordinator [CWB]
- Bury Directory Development Officer [CWB]
- Bury Directory Development Officer – Childrens [CYP]
- Bury Directory Assistant [CWB]
- Bury Directory Apprentice [CWB]
- Neighbourhood Engagement Co-ordinator X3 [CWB]
- Customer Contact Centre – all staff including and currently under Contact Centre Manager [R&R]

Health and Safety

- Health, Safety and Resilience Manager [R&R]
- Health, Safety and Resilience Advisor [R&R]
- Health, Safety and Resilience Co-ordinator [R&R]
- Assistant health, safety and resilience advisor x 2 [R&R]
- AGMA Project Manager [R&R]
- Health and Safety Advisor [CWB]
- Health and Safety Officer [CWB] 0.9 FTE

Partnerships and Community Strategy

- Partnerships and Community Strategy Lead
- Partnership co-ordinator
- All arts, culture and heritage staff including and currently under Head of Arts and Museums
- Neighbourhood Funding Officer [CWB]

All Adult Education staff including and currently under Head of Adult Learning
[CWB]

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JOB DESCRIPTION

Post Title: Partnership Co-ordinator	
Department: Corporate Core	Post No:
Division/Section: Partnerships	Post Grade: 15 (provisional, subject to moderation)
Location: The post holder will be based within the Bury Campus, however may be required to travel within the locality to deliver the requirements of the role.	Post Hours: 37
Special Conditions of Service: The nature of the post will require the post holder to work flexibly dependent on the needs of the job. This can include attending events or meetings outside of normal working hours and working agilely from different offices or home as appropriate.	
Purpose and Objectives of Post: <ul style="list-style-type: none"> • To Programme manage Bury 2030 delivery plans to ensure effective delivery across the Team Bury partnership • To develop enabling governance structures with Team Bury that enhance co-ordinated planning and subsequent delivery at a neighbourhood level, with a robustness to ensure local outcomes are being met • To programme manage the Bury Town of Culture events plan for the year to maximise this opportunity, ensure co-ordination of delivery, governance and promotion of activity, including foundations for cultural legacy as part of wider Bury strategy. • Drive refresh of service and individual performance management plans at the heart of rejuvenated corporate planning framework. 	
Accountable to: Chief Information Officer	
Immediately Responsible to: Partnerships and Community Strategy Manager	
Immediately Responsible for: Neighbourhood Funding Officer	

Relationships: (Internal and External)

Internal – Leader of the Council, Deputy Leader of the Council, Elected Members, Chief Executive, Joint Executive Team, Senior Managers, Departmental and wider corporate colleagues, Employee Groups (eg BAME), Trade Unions.

External – Members of the public, Employees of other Local Authorities, Partner Organisations, GMCA and GM Health and Social Care Partnership,

Control of Resources:

Proactive management of workforce within direct control and matrix management to ensure efficient deployment of capacity and capability to meet required objectives.

Effective use of ICT/ digital equipment and systems.

Responsible for effective management of budgets including the securing and managing of one-off grants and funding, such as GM schemes or specific Government initiatives

Other resources delegated to the post holder to support and deliver specific projects

- To programme manage the Bury 2030 delivery plans, from conception to evaluation, to ensure effective delivery across the Team Bury Partnership
- To develop clear, communicated and assured governance arrangements for Team Bury as a strategic leadership function and delivery programme to ensure effective use of resources delivering against agreed outcomes.
- To lead the arrangement and effective functioning of partnership meetings, fora and linkages into existing system governance for decision making, risk management and performance monitoring.
- Actively develop partnerships and relationships and activities that foster collaboration, trust and support for the effective delivery of services.
- Research and develop further (local) relationships with a wide range of providers, stakeholders, agencies and Voluntary, Community and Faith organisations, staying appropriately networked and abreast of trends, news, events and deadlines, so that all possible, new or enhanced opportunities are exploited.
- Ensure policy development is outcome focused, aligned to the vision and priorities of the organisation/Borough (leading the development/refresh of these as appropriate) so that assets and resources best utilised to deliver improvement for local people
- Ensure that officers and members understand the needs of our residents through regular analysis of feedback, community insight and by reporting intelligence in an efficient and understandable manner
- Programme manage the Bury Town of Culture annual events plan, ensuring co-ordination of delivery, governance and promotion of activity, including foundations for cultural legacy as part of wider Bury strategy.
- Deliver plans and procedures to raise national, regional and local policy updates across the authority and to wider stakeholders where necessary, including providing briefings for senior leadership (officers and Members)
- Co-ordinate the development of a new corporate planning framework including driving the refresh of service and individual performance management plans
- Strengthen briefing papers to and from JET officers, and senior partners, attending regional meetings (especially GMCA and GMH&SCP)
- Co-ordinate constructive consultation with all relevant stakeholders with respect to policy development, implementation and evaluation, including leading on Equality Impact Assessments
- Organising team(s) to deal with internal and external corporate reviews, including LGA peer reviews
- Ensuring strength and asset based approaches are embedded within Council service provision across communities and increasingly so across Public Sector Reform partners.
- Reviewing arrangements of neighbourhood grant funding and governance of £200k Anti Poverty Fund and £50k elected member discretionary budgets

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- Build and maintain strong working relationships including with :
 - Elected Members to harness support in developing and implementing policy proposals and alignment with the Manifesto of the ruling party
 - Colleagues across regional partnerships to keep abreast of latest developments and feed Bury's views into these.
 - Local partner leads across 'Team Bury' to ensure synergy in Bury 2030 delivery plan implementation alligned to the GM Unified Public Services Plan and wider devolution agenda.
 - External partners to enhance Bury's offer, including the Local Government Association and APSE
- Prepare and present reports to Corporate Core Management Board and portfolio meetings; produce papers for Cabinet and Council Committees, such as Overview and Scrutiny and Audit Committee; and produce reports and briefings for Partnership Boards on policy developments.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

Job Description prepared by:	Sign:	Date:
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor/Manager:	Sign:	Date:

DEPARTMENT FOR CORPORATE CORE SERVICES
PARTNERSHIP CO-ORDINATOR

SHORT LISTING & INTERVIEWING CRITERIA	ESSENTIAL	DESIRABLE
Educated to degree level or with a relevant professional experience	✓	
Experience of working within a political environment providing balanced advice, inspiring trust and confidence on strategic and operational matters	✓	
Expert knowledge of the public sector reform agenda, especially in relation to Greater Manchester and experience of leading developments in this manner.	✓	
Evidence of extensively working effectively and collaboratively with a diverse range of professionals and partners, across organisational boundaries, with a proven track record of in delivering change and improvement	✓	
Evidence of leading innovative transformational change that delivers improved outcomes.	✓	
Excellent organisational and planning skills with proven ability to manage projects and programmes.	✓	
Experience of identifying opportunities and presenting creative and innovative ideas.	✓	
Strong and extensive experience of working with the voluntary, community and faith sector.	✓	
Ability to horizon scan, understand the local, regional and national public sector agenda with a track record of giving the appropriate strategic steer for senior officers and councillors.	✓	
A proven track record of working at a senior level, demonstrating organisational culture, values and behaviours in your leadership approach.	✓	
Evidence of leading innovative transformational change that delivers improved outcomes.	✓	
Proven analytical and problem solving capabilities.	✓	
Demonstrable understanding of Bury and its challenges.	✓	

Knowledge of programme and project methodologies and with proven ability to manage projects and programmes		✓
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JOB DESCRIPTION

Post Title: Strategic Partnerships Manager	
Department: Corporate Core	Post No:
Division/Section: Partnerships	Post Grade: 17 (provisional, subject to moderation)
Location: The post holder will be based within the Bury Campus, however may be required to travel within the locality to deliver the requirements of the role.	Post Hours: 37
<p>Special Conditions of Service:</p> <p>The nature of the post will require the post holder to work flexibly dependent on the needs of the job. This can include attending events or meetings outside of normal working hours and working agilely from different offices or home as appropriate.</p>	
<p>Purpose and Objectives of Post:</p> <ul style="list-style-type: none"> • Responsibility for developing and overseeing the implementation of the Bury 2030 strategy; leading the delivery of the public service reform agenda and developing and implementing associated corporate plans and policies including equalities and anti-poverty • To establish, develop and lead an effective partnership function across the organisation and support the development of key strategies across the wider Bury system. • To develop and instil public sector reform principles across the Borough through the establishment of an effective neighbourhood working approach, in line with the GM Model of Unified Public Services • Strategic leadership for the provision of art, culture and heritage across the Borough and the crucial role this plays within the Bury offer and community development locally, particularly in relation to Bury's Town of Culture status • Lead the development and support sustainability of Voluntary Community and Faith infrastructure and provide partnership support for the sector 	
Accountable to: Deputy Chief Executive (Corporate Core)	
Immediately Responsible to: Chief Information Officer	

Immediately Responsible for: Partnership co-ordinator, Arts and Museums Officer

Relationships:

Internal – Leader of the Council, Deputy Leader of the Council, Elected Members, Chief Executive, Joint Executive Team, Senior Managers, Departmental and wider corporate colleagues, Employee Groups (eg BAME), Trade Unions.

External – Members of the public, Employees of other Local Authorities, public Sector Reform Partners locally and regionally including police, fire, housing, education, VCFA and sector plus cultural organisations. GMCA and GM Health and Social Care Partnership. National public sector bodies, think tanks and academia.

Lead Officers within the Team Bury Partnership, AGMA, regional and national bodies and agencies

Control of Resources:

Proactive management of workforce within direct control and matrix management to ensure efficient deployment of capacity and capability to meet required objectives.

Effective use of ICT/ digital equipment and systems.

Responsible for effective management of budgets including the securing and managing of one-off grants and funding, such as GM schemes or specific Government initiatives and delivery of agreed outcomes – to increasingly focus on ensuring realisation of social value. Also includes responsibility for SLA with VCFA (c.£500k plus £600k social capital fund)

Other resources delegated to the post holder to support and deliver specific projects

- Strategic leadership on the production of strategies and plans on behalf of the Borough partnership board (Team Bury), ensuring transformation activity is aligned, particularly in relation to public sector reform. This is to assure plans are relevant locally, celebrating and building on Bury's particular demographics and strengths, whilst ensuring the locality plays a full part in sub-regional, regional and national developments.
- Accountability for finalising and assuring delivery of the Bury 2030 Strategy, including the design, leadership and evaluation of effective partnership governance
- Strategic lead on crystallising and embedding a Bury 'neighbourhood working model with public sector partners.
- Accountable for the development and delivery of the Public Sector Reform programme of work across Bury, articulating and delivering the local incarnation of the GM Model of Unified Public Services, ensuring the Voluntary, Community and Faith Infrastructure and wider sector are at the heart of the transformation.
- Lead relations with the Voluntary Community and Faith infrastructure in Bury, to ensure sustainability and promote active engagement within Council initiatives, projects and senior leaders and that of Public Sector Reform partners.
- Strategic leadership for co-production, empowering internal services and Public Sector partners to build co-production into service review, design, development and commissioning, driving towards potential future community commissioning
- Establish and lead an effective strategic planning framework for the organisation to provide insight, co-ordinate research and drive consistency and quality in Bury policies, strategies and plans.
- Develop plans and procedures to raise national, regional and local policy updates across the authority and to wider stakeholders where necessary. This will include providing briefings for senior leadership (officers and Members)
- Strategic lead for development of art, culture and heritage as integral part of local communities, linking local people, assets and resources together at place. In particular accountability for developing and assuring delivering of Bury Town of Culture delivery plans and establishing legacy proposals including cultural strategy and governance for and beyond 2020.
- To ensure the promotion of Bury as a destination for quality culture to drive the Borough's visitor economy and as a key aspect of the Bury Strategy
- Lead the engagement of local people into cultural opportunities as a means of promoting life chances, specifically providing corporate leadership on the Local Cultural Education Partnership.
- Provide corporate leadership for Equalities including developing the Council's Equality Strategy, equality objectives, equality analysis, ensuring the Council's compliance with equalities legislation, providing constructive challenge to services and processes
- Initiate and secure links between the organisation with research partners including academia, policy groups and think tanks
- Actively develop partnerships, relationships and activities that foster collaboration, trust and support for the effective delivery of services. This includes building and maintaining strong working relations with:

o Contact Members to address support in developing and implementing policy proposals and alignment with the Manifesto of the ruling party

- o Colleagues across regional partnerships to keep abreast of latest developments and feed Bury's views into these.
- o Local partner leads across 'Team Bury' to ensure synergy in policy development and implementation alligned to the GM Unified Public Services Plan and wider devolution agenda.
- o External partners whether delivering specific projects, such as the Thriving Local Economies Pilot, or on policy framework, including CLES/NLGN.
- Prepare and present reports to Corporate Core Management Board and portfolio meetings; produce papers for Cabinet and Council Committees, such as Overview and Scrutiny and Audit Committee; and produce reports and briefings for Partnership Boards on policy developments. Also to Chair respective for a internally and across the Team Bury partnership including on policy development
- Represent Bury on regional/national best practice groups

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

Job Description prepared by:	Sign:	Date:
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor/Manager:	Sign:	Date:



STRATEGIC PARTNERSHIPS MANAGER

SHORT LISTING & INTERVIEWING CRITERIA	ESSENTIAL	DESIRABLE
Educated to degree level or with a relevant professional experience	✓	
Experience of working within a political environment providing balanced advice, inspiring trust and confidence on strategic and operational matters	✓	
Expert knowledge of the public sector reform agenda, especially in relation to Greater Manchester and experience of leading developments in this manner.	✓	
Extensive experience in the research, analysis and development of organisational strategy and policy	✓	
Evidence of extensively working effectively and collaboratively with a diverse range of professionals and partners, across organisational boundaries, with a proven track record of in delivering change and improvement	✓	
Evidence of leading innovative transformational change that delivers improved outcomes.	✓	
Experience of managing a diverse service area with complex and competing priorities, whilst supporting and developing employees.	✓	
Excellent organisational and planning skills with proven ability to manage projects and programmes.	✓	
Evidence of leading and developing strategies or initiatives to empower communities.	✓	
Experience in developing, implementing and evaluating robust strategic policy and planning frameworks and providing leadership on these	✓	
Experience of identifying opportunities and presenting creative and innovative ideas.	✓	
Strong and extensive experience of working with the voluntary, community and faith sector.	✓	
Ability to horizon scan, understand the local, regional and national public sector agenda with a track record of giving the appropriate strategic steer for senior officers and councillors.	✓	

A proven track record of working at a senior level, demonstrating organisational culture, values and behaviours in your leadership approach.	✓	
Evidence of leading innovative transformational change that delivers improved outcomes.	✓	
Proven analytical and problem solving capabilities.	✓	
Demonstrable understanding of Bury and its challenges.	✓	
Knowledge of programme and project methodologies and with proven ability to manage projects and programmes		✓

Equality Analysis Form

The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

1. RESPONSIBILITY

Department	All services	
Service	All services	
Proposed policy	HRA/Cabinet Report: Corporate Restructure Proposals	
Date	13 th January 2020	
Officer responsible for the 'policy' and for completing the equality analysis	Name	Lynne Ridsdale
	Post Title	Deputy Chief Executive
	Contact Number	0161 253 5002
	Signature	
	Date	

2. AIMS

What is the purpose of the policy/service and what is it intended to achieve?	<p>This report proposes the final changes to organisation structure which was proposed on 23 September 2019 as a basis for consultation, including:</p> <ul style="list-style-type: none"> • a single four-departmental structure across the Council and CCG incorporating a common Corporate Core, alongside establishing One Commissioning Organisation • the realignment of teams within the new structure, to better support strategic objectives • associated savings from senior management costs, to maximise efficiency
Who are the main stakeholders?	<p>All staff across the Council and CCG in terms of proposed single 4-departmental structures plus OCO Particular staff whose roles are referenced in the report Elected members Trade Unions</p> <p>The proposals result in some restructuring primarily of corporate core 'back office' functions rather than direct delivery of services to the public. There are a number of 'internal customers' which would experience change, such as having a corporate support function rather than departmental.</p>

3. ESTABLISHING RELEVANCE TO EQUALITY

3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics. If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	No	No	<p>The proposals relate to the structuring of staff across the organisation and in particular the senior management structure for Business Growth and Infrastructure; the Department for Corporate Core Services and the One Commissioning Organisation, note for the latter this is in relation to management structure rather than the services commissioned at this point. No equality related impacts have been identified in respect of the changes affecting employees.</p> <p>The equality profile of staff affected by these proposals is consistent with the demography of the council. No disproportionate impacts on particular groups have been identified.</p> <p>A positive effect overall with be centralising work on equalities into the Corporate Core for greater alignment with policy development, so the equalities agenda will be at the heart of strategic planning.</p> <p>In addition, although no identified impact the organisation is proactively supporting staff in 'working well through change' including support on personal wellbeing through the intranet, face-to-face training and the Live Better Feel Better network.</p>
Disability	No	No	As above.
Gender	No	No	As above – no identified impact

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Gender reassignment	No	No	As above – no identified impact
Age	No	No	As above – no identified impact
Sexual orientation	No	No	As above – no identified impact
Religion or belief	No	No	As above – no identified impact
Caring responsibilities	No	No	As above – no identified impact
Pregnancy or maternity	No	No	As above – no identified impact
Marriage or civil partnership	No	No	As above – no identified impact

3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty. If you answer yes to any question, please explain why.

General Public Sector Equality Duties	Relevance (Yes/No)	Reason for the relevance
Need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	No	
Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs)	Yes	Strategic objective of restructure is to better align capacity to meet the strategic priorities of council to maximise resources for front line service provision and commission health and care outcomes that reduce health and care inequalities.
Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)	Yes	

If you answered 'YES' to any of the questions in 3a and 3b

Go straight to Question 4

If you answered 'NO' to all of the questions in 3a and 3b

Go to Question 3c and do not answer questions 4-6

3c. If you have answered 'No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.

4. EQUALITY INFORMATION AND ENGAGEMENT

4a. For a service plan, please list what equality information you currently have available (including a list of all EAs carried out on existing policies/procedures/strategies),
OR for a new/changed policy or practice please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

Details of the equality information or engagement	Internet link if published	Date last updated
An EIA was completed in relation to the 23 rd September Cabinet report, since when a 90 day consultation period took place, commencing on 3 rd October. During this time there were six 'Question and Answer' sessions arranged across different days/times. Information was also circulated in weekly emails to staff. No specific equality issues were raised during the consultation period.	n/a	n/a

4b. Are there any information gaps, and if so how do you plan to tackle them?

Consideration had been made as to the accessibility for briefing sessions during the consultation period. Drop in sessions were held at different times of the day and on different days during this period, with care taken to avoid religiously significant dates where possible. Opportunity for anonymous feedback to be made on the consultation, along with the option of large print copies of any information being available. Support was also offered through the Change Agent network on working well through change. No gaps have been highlighted during or post this consultation exercise.

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

<p>What will the likely overall effect of your policy/service plan be on equality?</p>	<p>No identified negative impact to equality as a result of this report. Due process will be followed for recruitment/ redundancy as per existing policies. There will be a greater focus on equality policy through a refreshed corporate Partnership/Community Strategy team as a result of this report.</p>
<p>If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?</p>	<p>No negative effects identified</p>
<p>Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.</p>	<p>Staff equalities groups including BAME and Disability Group to be contacted to seek any expert guidance from their perspectives to inform subsequent reviews.</p>
<p>What steps do you intend to take now in respect of the implementation of your policy/service plan?</p>	<p>To carry out steps highlighted in 4b and engagement with equalities group as referenced in row above.</p>

6. MONITORING AND REVIEW

If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.

Communication from JET
 Monitoring of corporate.core email inbox
 Review in future briefings with the Chief Executive/Deputy Chief Executive.

COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO YOUR DEPARTMENTAL EQUALITY REPRESENTATIVE FOR RECORDING.

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