

REPORT FOR DECISION

DECISION OF:	<ul style="list-style-type: none"> • HUMAN RESOURCES & APPEALS PANEL • CABINET
DATE:	23 September 2019
SUBJECT:	APRIL CABINET REPORT - UPDATE
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:	CABINET (Key Decision)
FREEDOM OF INFORMATION STATUS:	Not for publication - the report contains exempt information in accordance with Section 100(A) and Schedule 12 A to the Local Government Act 1972. (Information which is likely to reveal the identity of an individual.)
SUMMARY:	<p>This report proposes the following changes to organisation structure, as a basis for consultation:</p> <ul style="list-style-type: none"> • a single five-departmental structure across the Council and CCG, including the One Commissioning Organisation and common Corporate Core • the realignment of teams within the new structure, to better support strategic objectives • associated savings from senior management costs, to maximise efficiency.
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: Financial Implications and Risk Considerations:	These proposals will contribute to more effective and efficient working across the Council and are in alignment with relevant plans, strategies and legislation.
	EIA attached

Equality/Diversity implications:	Any recruitment following the restructure will be in line with equality and diversity
Considered by Monitoring Officer:	<p>Yes JH Cabinet approval is required for changes to the overall departmental structure of the Council and major restructuring proposals. The report creates a structure across the Council and NHS Bury Clinical Commissioning Group (CCG). The Council and the CCG will still be two distinct legal entities but are merging/integrating operations and governance arrangements within our respective statutory powers. The Council will still have its statutory duties and commitments and the Constitution will still apply. (This will also be the case in the CCG)</p> <p>The National Health Services Act 2006 says that Councils and NHS bodies such as Clinical Commissioning Groups can enter into partnership arrangements to provide more streamlined care services and to pool resources. Powers in the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 (2000 Regulations) give rise to legislative flexibilities. These are that the partners may enter into any partnership arrangements in relation to the exercise of prescribed NHS and Council health related functions; if the partnership arrangements are likely to lead to an improvement in the way in which those functions are exercised.</p>
Wards Affected:	All

TRACKING/PROCESS

DIRECTOR: Geoff Little, Chief Executive

Joint Executive Team	Cabinet Member/Chair Briefed	Ward Members (if necessary)	Partners
2 nd September 2019	August and September 2019		
Scrutiny Committee	Other Committee	Council	Comms

1. Purpose of Report

1.1 In a report to the HR and Appeals Panel of 7 September 2018 the Chief Executive set out four immediate priorities, as follows:

- Budget
- Transformation of the Council and Public Service Reform
- Health and Social Care
- Inclusive Growth

The report made an initial set of changes to begin the process of strengthening the Council's managerial capacity to deliver identified priorities and set out a direction of travel for the future shape of the Council. It was followed by reports to subsequent meetings of the Panel on different elements of that overall plan

1.2 This report completes the picture by providing final 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.

1.3 The report explains the reasons for these specific changes in the context of the overall case for change discussed with the Panel in September. The report also explains how the new roles will be funded from within existing resources.

2. Context

2.1. Bury Council and CCG have been working under the leadership of a single Chief Executive / Chief Accountable Officer since October 2018. The two organisations have committed to integrate fully to drive better health outcomes and reduce demand and therefore cost through the establishment of a One Commissioning Organisation (OCO).

2.2. Bury Council currently formally operates with a tri-departmental model, each with devolved support functions (i.e. each department maintains its own professional support services). At the Panel on 7 September 2018 the intention to establish a different structure based on five departments in future was noted – including a Corporate Core and health and social care One Commissioning Organisation – to ensure sufficient professional expertise and capacity to provide quality services to the people of Bury. Reports in September 2018, January 2019 and April 2019 highlighted the risks of inefficiency and inconsistency that current arrangements present and the need to move to the new structure urgently.

2.3 The partnership also has a financial imperative to seek efficiencies, with combined savings targets of £24, 000, 000 required this financial year and a similar order of savings anticipated in future years. A joint financial plan has been developed for 2019/20 with integrated underpinning governance through a series of budget delivery groups and a shared Budget Control Group. This infrastructure is providing assurance of budget delivery for the current financial year and working to develop the medium term financial plan, as a basis for consultation.

At the Panel on 7 September 2018, 23 January 2019 and 24 April 2019, the HR and Appeals Panel approved recommendations for the creation of the posts of Deputy Chief Executive, Head of Communications and Engagement, Chief Financial Officer, Chief Information Officer and Executive Director of Operations. At the same time the Panel approved recommendations to delete posts or to share costs by making new roles joint with the CCG.

2.4 Over the past 12 months significant progress has been made against the strategic agenda including:

- A budget recovery process, put in place last summer, enabled the Council to set a balanced budget for 2019/20. Delivery of the budget is underway
- The launch of the Local Care Organisation to provide integrated community care services on 1 April 2019
- Approaching 2019/20 as a year of transition to move to the next stage of strategic planning, with key activities underway including a refresh of the Bury Strategy; underpinning delivery plans (the multi-agency Locality Plan and Local Industrial Strategy); a Corporate Plan for the Council and CCG and a Medium Term Financial Strategy (MTFS) which will set out the associated financial planning framework. The deck of strategic plans are being developed over the autumn, for consultation in the New Year.

The MTFS will include the following components:

- detailed delivery plans for outstanding savings delivery during 2019/20 and savings required by 1 April 2020 (financial year 2020/21)
- reducing demand for high cost interventions through accelerated progress on public service reform
- transforming efficiency and effectiveness through internal transformation, including digitally enabled new ways of working and the creation of a corporate core.
- increasing income through stronger capital investment and commercial activities

2.5. A series of investments have been made in strategic leadership capacity over recent months, to make the progress required. A number of senior posts were, however, established by previous leadership to meet historic objectives or with non-recurrent funding. Proposals are now brought forward to mainstream the senior team and seeks to bring all costs in line with available budget.

3.0 Organisation Structure Change - Overview

3.1. Bringing together Council services into a single structure with the CCG will require formally establishing the five departments, as outlined in Appendix A and agreed as a direction of travel in the report to the Panel on 7 September 2018. Pragmatically, the Council has been working to leadership over these five portfolio areas for a number of months but this report will formally constitute the arrangements; finalise the portfolio of each area and replace for the former structure, in particular deletion of the Resources & Regulation and Communities & Wellbeing Board departments. Proposed arrangements are as follows:-

- The **Department of Corporate Core Services** will lead the provision of all common "back office" professional functions; operational and strategic community safety; reform strategy; adult learning and arts and culture. Finance will operate as part of Core services under the leadership of the Joint Chief Finance Officer

- The **Business Growth and Infrastructure department** will be responsible for delivering the key economic and housing growth projects; managing the council's land and property asset portfolio and business development and planning functions that promote the growth of Bury
- The **Children and Young People's department** will discharge the council's statutory responsibilities in relation to the delivery of children's services including safeguarding; education including the relationship with schools, further and higher education and special educational needs; youth provision and early help
- The **health and social care One Commissioning Organisation (OCO)** will lead all commissioned health and care activity for children and adults in the borough, including managing the relationship with Persona; acute, community and mental health providers; Primary Care and GP providers and the Local Care Organisation.
- The **Operations** department will lead all environmental, highways and other front-line services which are not social care. The Council is currently recruiting for an Executive Director to lead this department, who will be asked to bring forward a detailed future structure proposal. At this stage it is anticipated that the department will be comprised of Wellbeing; Regulatory Services; Environmental Services; Streetscene; Technical Services and Property Services divisions.

3.2 Council and CCG staff have been engaged in extensive conversations this year to consider future structure options, as part of the refreshed staff engagement approach. Feedback from these conversations is reflected in the proposals put forward.

3.3 Appendix B sets out the proposed future alignment of functions across the new departmental footprint. The new five departments will replace the current three Council departments of Resources and Regulation; Communities and Wellbeing and Children's Services. The detail of structures in each department will be the responsibility of the relevant Executive Director to determine but are not proposed to change at this time unless explicitly referenced in this or other reports. The intention is that the future structure will be much clearer in setting out what departments do and where responsibilities lie. Key changes by department within the new model are described in the following sections.

3.4 The proposals described in this report are made as a basis for consultation with staff and the Trades Unions. The process will involve formal notification to all staff of the organisation-wide changes and any specifics concerning individual roles highlighted. A period of 90 days to take formal feedback and explore the proposals will be allowed, at the end of which the final decision will be taken. The intention is to launch the new departmental structures from January 2020 at which point teams will transfer into the new departments. A parallel process will be followed in the CCG.

4.0 The Operations Department

4.1 The Operations department will assume responsibility for the commissioning and/or delivery of all non social-care external Council service delivery. The following services, which are currently managed across the Business Growth and Infrastructure, Resources & Regulation and Communities Wellbeing departments, will be brought within the remit of the new department. The Services below will join those already managed within the Operations department:

- **cleaning and catering** services that are traded with schools
- **Facilities Management** services
- **Sport and leisure**

- **libraries** with the exception of the **Archives** service which will move to the Corporate Core
- **The architects team**
- A new **Public Protection, Regulation and Enforcement team** which will comprise Environmental Health; Pest Control; Licensing; Building Control; Urban Renewal enforcement and Trading Standards
- Management of **Bury markets**
- **The Equipment Store**

5.0 The Business Growth and Infrastructure (BGI) department

- 5.1 The department will have a focus on securing growth in the Borough including housing strategy, development management, strategic planning, economic development and property / asset development. Wider operational functions which have been overseen by the Executive Director of Business Growth and Infrastructure on an interim basis will be moved to the Operations department as described above. On this basis the post of Executive Director will be declared redundant and the department will be led by the two Directors of Housing Growth and Infrastructure and Regeneration respectively, reporting direct to the Chief Executive, within existing grades.
- 5.2 Corporate policy capacity in relation to housing strategy will be transferred to the department in support of housing development. The Principal Strategy Officer, who is a housing expert and in practice has spent significant time on discharging the council's statutory and strategic housing functions including managing the Council's affordable housing programme, will move to the Business Growth and Infrastructure department.
- 5.3 The Departmental Management Team will be tasked with bringing forward a new detailed departmental structure to focus on delivering growth. The new structure will concentrate on delivering housing and commercial property development and driving value from the directly held and wider public service land and property assets. The new structure will also deal with the specific changes required following the recent departure of the Assistant Director (Localities) and deletion of this post in pursuit of efficiencies. The department will have a clear focus on growth and clear targets and key objectives to:
- Deliver the key economic growth projects, including the town centres of Radcliffe and Prestwich.
 - Deliver housing growth on brown field sites and longer-term large opportunity sites.
 - Prepare for large scale land release in the Northern Gateway – securing planning, identifying infrastructure requirements and securing funding.
 - Manage the Council's land and property asset portfolio to deliver income to the Council.
 - Work with partners to manage the wider public service estate to drive cost efficiencies and support new ways of working for the workforce.
 - Manage an effective and responsive planning service which supports growth.
 - Manage economic development functions, promoting the growth of Bury companies and managing strategic relationships with the business community.

6.0. The health and social care One Commissioning Organisation (OCO)

- 6.1. The Council has committed to the strategic integration of all adult's and children's commissioned health and care services through a strategic partnership with the CCG. To further the ambition of this partnership, in the context of the wider integration of all public services to manage demand and better target resources, it has been determined that it should be formalised into an integrated delivery structure called the One Commissioning Organisation (OCO) with a single "Corporate Core" supporting this and the Council as a whole.

- 6.2 The proposed integrated commissioning function underpins the decision taken by full Council on 10 July to establish a Strategic Commissioning Board across the Council and CCG to which the majority of Cabinet decisions will be delegated taken for consultation. Integrated strategic decision making between health and local government is designed to ensure that every public service decision in the borough is taken as an opportunity to drive the determinants of good health and wellbeing.
- 6.3. A role of Executive Director of Strategic Commissioning will be established to lead the new department. The Job Description for the new role is appended at Appendix C and has been evaluated at Chief Officer Band H £116,161 - £126,989. This is a new role with an equal combination of health and care commissioning responsibility and therefore there are no postholders with a direct assimilation claim to this post. The role will be advertised internally and externally with candidates given the choice of Council or CCG as employer; all costs will be shared between the Council and CCG which will deliver a saving to the Council of c£66,500. The new post will replace the Council's (vacant) post of Executive Director Communities and Wellbeing, which will be deleted.
- 6.4 The Executive Director will have five direct reports.
- 6.4.1 The Council will create and employ the following posts which will report to the Executive Director:
- The Director of Community Commissioning, including statutory DASS responsibilities and the Caldicott guardian role, will commission all NHS and social care preventative primary and community based services in order to improve population health and support people to remain in the community when they have health and social care needs. The Job Description for the new role is appended at Appendix D and has been evaluated at Chief Officer Band F: £94,287 - £102,503. This post will replace the post of Assistant Director Strategy, Procurement and Finance (Band E) which will now be declared redundant and funding transferred to this post; the balance in costs will be achieved from savings from the proposed deletion of the Executive Director Communities and Wellbeing as described. It is proposed that the current substantive postholder, who will be at risk of redundancy, will be ringfenced in accordance with our Redeployment Policy (Suitable Alternative Employment) and interviewed for this position prior to any other recruitment process commencing.
 - The Children's Commissioning Lead will lead the commissioning of children's residential and fostering social care services and children with Special Education Needs and Disabilities. The Job Description for the new role is appended at Appendix E and has been evaluated at Chief Officer Band A. This post is a direct assimilation for the current Strategic Lead: Children's Strategy and Commissioning, whose post will also be declared redundant and funding transferred to this post. The proposed Strategic Lead has responsibility for a number of corporate functions in addition to their commissioning responsibilities, which will be reviewed in the context of capacity to support the Corporate Core.
 - The Director of Public Health will report directly to the Executive Director of Strategic Commissioning, with an ongoing direct line to the Chief Executive as per statutory provisions. There are no changes in the remit or grade of the role which will continue to hold a leadership role spanning all three domains of public health: health improvement, health protection and healthcare public health
- 6.5 The Executive Director of Strategic Commissioning will have responsibility for two further posts for which the CCG will be the employer. Assimilation arrangements will be determined by the CCG and job descriptions are available for inspection:
- The Director of Secondary Care Commissioning. This post will lead the commissioning for all NHS secondary care services and social care intermediate care services which

control demand for acute health care and residential care services. In particular, the post will have the lead for secondary NHS care; specialist NHS services (with the Greater Manchester Health and Care Partnership); acute mental health; urgent care, LCO intermediate tier services; NHS targets and children's secondary care commissioning. The job description for this role is set out in Appendix F.

- The Director of Nursing, Quality and Improvement. This post is a member of the CCG Board with a remit to improve and integrate continuing healthcare, responsible for assurance of safeguarding and quality within all health and social care commissioning providers. This post will take on additional quality improvement duties to enhance the capacity of the One Commissioning Organisation to drive change. The job description for this role is set out in Appendix G.

7.0 The Children and Young People's department

- 7.1. The Children and Young People department will lead the provision of all council delivered children's social care services (on the basis that commissioned activity will be led by the OCO) including leadership of school improvement and the Council's relationship with education providers, as well as youth services and early years provision, for which a restructure has recently been completed to ensure resources are aligned with the scope to prevent demand and target high risk areas.
- 7.2 The future structure and strategy of the department will be further developed in the context of these proposals to ensure it aligns with the OCO and takes account of wider reform activity. In particular future plans for the Troubled Families project team will be determined and opportunities explored to embed the work of the "Engine Room"; a team pioneering a wider approach to statutory multi agency safeguarding activity through the engagement of a broader range of partners and greater analysis of data.

8.0. The Corporate Core

- 8.1. The Panel report of 4 April 2019 agreed the establishment of a common Corporate Core across the Council and the CCG, to bring together all "back office" policies, budgets and capacity into a single corporate department, reporting to the Deputy Chief Executive (Corporate Core). In practice, CCG and Council teams will be managed separately but under common leadership and a shared set of standards and performance expectations. The proposed scope of the new Department of Corporate Core Services has been developed based on feedback from managers and staff and a best practice review of other comparable organisations. At this stage it is proposed to aggregate all Council services initially and then continue to expand the Core to include CCG services.
- 8.2. Since the April report early progress has been made in establishing the Core as follows:
 - a strategic work plan for the establishment of each Core function has been co-designed with Heads of Service and is available for inspection
 - The new Joint Head of Communications and Engagement has taken up post and is working up the design of a new single service
 - All HR teams have been brought together into a single corporate service which will deliver a 20% reduction in costs
 - A programme managed approach to stabilising IT is underway and new device roll out expedited
 - The Chief Information Officer has been appointed to lead IT, Policy and Performance functions.

- 8.3 All proposed Core functions will operate under the leadership of the Deputy Chief Executive (Corporate Core) with the exception of the **Finance** function which reports to the Joint Chief Finance Officer, as established by Panel in April 2019. Finance functions will be regarded as part of the Core from a strategic integration perspective but will have a separate line of professional accountability to the Joint Chief Finance Officer who reports to the Chief Executive/Chief Accountable Officer. The objectives of creating a single separate finance function, as agreed by the HRA Panel in April 2019, are:-
- to provide a single point of professional financial leadership for the delivery of balanced budgets across the CCG and the Council.
 - to create single leadership for development of an integrated strategic approach to the next three year financial plan and commissioning strategy.
 - to drive the creation of pooled and aligned budgets and single financial management systems across the CCG and the Council. This will be essential to the operation of the One Commissioning Organisation.
 - to lead the professional development of finance staff and raise overall financial skill levels across the CCG and the Council.
- 8.4 The proposed Department of Corporate Core Services management structure is included in Appendix H along with a list of all the posts proposed to be in scope of new corporate services for IT, Performance, Community Development, Communications and Health and Safety at Appendix I. Responsibilities within each portfolio are described below.
- 8.4.1 The DoCCS management team structure includes the CCG post of **Deputy Director Business Delivery** as it is assumed this role will be included as part of the establishment of a common corporate Core across the Council and CCG; the portfolio for this role will be developed during consultation and a detailed report brought forward through Council and CCG processes. It is anticipated that this post will, amongst other responsibilities, assume leadership of:
- corporate business support capacity, which is subject to an ongoing review which will report back with a separate consultation period (including capacity to manage complaints and information requests)
 - potential shared risk management provision across the Council and CCG
 - the governance and performance management of the work programme for the Strategic Commissioning Board
 - service planning across the two organisations with a cascade from strategic objectives to service plans and individual objectives
 - strategic projects
- 8.5 The Deputy Chief Executive (Corporate Core) will, at this stage, maintain direct responsibility for procurement; the Corporate Risk Manager; Health and Safety and the operational Community Safety team. Future, medium term, leadership arrangements for these teams will be brought forward to follow.
- 8.5.1 Strategic **procurement**, defined as strategic advice on the purchase of goods and services which support and enable services (i.e. not the commissioning and contract management of wholesale services), will report through the Head of Procurement to the Deputy Chief Executive (Corporate Core). An early priority is to strengthen the co-ordination and drive of social value from Council and CCG contracts. The **Stores** function, which procures and manages an equipment store, will move out of the Procurement team and into the Operations department. Structure arrangements for the team will be determined within the new departmental structure, to be brought forward.
- 8.5.2 The operational **community safety** teams will be restructured to deal with current management vacancies as follows and the Bradley Fold Operations and Development manager will report direct to the DCE at this stage:

- the vacant (part time) post of Head of Operational Community Safety will be deleted and savings directed towards the service savings target for 2019/20
- The current Bradley Fold Operations and Development manager, is retiring at the end of October 2019.

Restructure proposals will be developed in the coming months. In the meantime temporary act up arrangements are being arranged, reporting directly to the Deputy Chief Executive.

8.5.3 A corporate **Health, Safety and Resilience Team** will be established through the aggregation of current teams within the CWB and R&R directorates. The team will work to a new single health and safety policy developed for the Council and Schools and underpinning set of refreshed arrangements. The refreshed policy will clarify that managers within the Council and schools are responsible for managing the health and safety of their staff with support from the professional team, whose focus will be on maintenance of the policy framework; compliance and quality assurance; complex investigations; interface with the HSE and activity/compliance reporting. Current and proposed structures for affected teams are appended.

The new team will be managed by the Health, Safety and Resilience Manager. All changes are proposed to be contained within the existing Job Description.

8.5.4 The **Corporate Policy** team will be disbanded in order that capacity may be re-aligned with wider capacity pressures in the new department. The team have and will continue to make a valuable contribution to corporate capacity, but prioritisation requires their valuable skills to be deployed from within mainstream services rather than in a separate corporate team.

The Principal Strategy Officer will move to the Business Growth and Infrastructure department to lead on housing strategy, as described in section 5.2.

The post of Customer Complaints Co-ordinator (Adult Social Care) will move to the Customer Contact team as part of the move to bring consistent to communication and engagement with customers.

Remaining members of the Corporate Policy team will move to Democratic Services to bolster critical capacity:

- The Corporate Policy Manager will report to the Borough Solicitor to provide general management and leadership of the Democratic Services team, support all matters of strategic governance and provide policy leadership to the forthcoming Boundary Commission review. At this stage the postholder will move on their current Job Description pending a future review of the structure of the team in the context of multiple vacancies and process changes that will be required to support the new Strategic Commissioning Board.
- The posts of Assistant Improvement Advisor and Administration Support Officer (Corporate Policy) will be declared redundant and managed in accordance with the redeployment procedure.

All future policy capacity requirements, eg the development and implementation of the Bury Strategy, will be managed in the first instance by the Chief Information Officer and subject to further review once the CCG Deputy Director of Business Delivery joins the team.

8.6 The **Chief Information Officer (CIO)** is responsible for corporate policy, including the development of a Bury Strategy, and underpinning delivery plan, together with a framework for performance evaluation and leadership of the joint IT Teams to ensure systems drive secure and high quality business information. Structure proposals to provide the capacity to meet these objectives are described below:

- 8.6.1 The intention is to bring together the **Council and CCG IT** functions into a single service but this is not practicable until the council IT estate is stabilised, specifically through the roll out of Windows 10 on new devices and security of all 2008 licenses within refreshed support contracts. Pending the establishment of a single IT service it is proposed that a single Head of Service is identified from the two current respective leads, to whom the other will report, to ensure congruency of delivery across the teams. The new post, job description attached at Appendix J, will be ring-fenced to the two current heads of Service. The successful applicant will be tasked with undertaking a wider structural review across both services including any requirement for backfill from the successful applicant's current responsibilities.
- 8.6.3 The **strategic Community Safety** team will report to the CIO in the context of corporate policy and partnerships.
- 8.6.4 The **performance** and intelligence teams which currently exist within the former CWB department and a post from Children's and Young People will be merged as a corporate resource under the substantive direction of the Performance and Intelligence Lead (Former CWB) to provide a single team with responsibility for defining, analysing and reporting against a corporate key performance indicator dashboard. The team will be responsible for all statutory and corporate data intelligence reporting across the Council initially and in future with the CCG (detail to be determined to follow).
- 8.7 A new **Community Development Lead**, reporting to the Deputy Chief Executive (Corporate Core) will be established and recruited to lead:
- the Borough Public Service Reform Strategy, including leadership of the voluntary, community and faith sector; co-ordination of partners and work with colleagues across other departments, particularly within the OCO and Public Health, to establish an asset-based model and focus on prevention.
 - the arts, culture and heritage service, including the archives service which it is proposed to move from Libraries to the Core;
 - the Adult Learning service.

This post, for which a job description is set out in Appendix K, will be funded through a transfer of CWB funding and a vacant post elsewhere in the structure, and will have particular responsibility for:

- Developing and programme managing a detailed delivery plan for the Bury Public Service reform Strategy
 - Using arts, culture and adult learning to help people express their creativity and grow connections with their communities, in pursuit of greater life chances
 - Managing and directing Council community budgets and resources and supporting the VCFA to identify and bid for other innovation funding
 - Building and maintaining relationships across community and faith groups to secure their positive and productive contribution to community capacity. This will include establishing and leading new governance in support of Bury Strategy delivery
 - Playing a major role in the design and delivery of the Bury Strategy, in particular the local arts, culture and heritage offer and linking the VCF sector into delivery
 - Working with colleagues in delivery teams to building the conditions in communities for people to help themselves, e.g. through the Social Prescribing initiative
- 8.8 The following accountabilities of the **Borough Solicitor** will be clarified. The Borough Solicitor will be:
- designated lead person for Bury – Coroner's office. It is a statutory requirement for the Council to designate a lead person; previously this role was held by the Interim

Executive Director Resources and Regulation. It is common for this responsibility to be held by the Monitoring Officer in local government on the basis of significant interface with the legal team. The updated job description for the Borough Solicitor is appended

- responsible for managing all complaints raised with the Local Government Ombudsman
- responsible for Information Governance (IG) with the Head of Legal Services and Deputy Monitoring Officer to be designated the Council's Data protection Officer, which is a statutory requirement and has to date been managed temporarily by the Corporate Risk Manager. The Corporate Risk Manager is thanked for their work to date in developing a policy framework and staff training offer. An additional payment will be made to the Head of Legal Services to reflect responsibility for data protection; capacity to support them in meeting their accountabilities will be strengthened within existing resources through:

- the designation of the Deputy Chief Executive (Corporate Core) as the Council's Senior Information Risk Owner (SIRO). This is reflected in the updated job description, appended
- a refreshed network of departmental leads who have particular responsibility for Information Governance within their service area, to be identified
- all Chief Officers to be developed as Freedom of Information and Subject Access Request (SAR) request Reviewing Officers, to assume responsibility for requests which come back for further information or clarification.

8.9 The Joint **Head of Communications and Engagement** has a remit to bring together all communications channels and establish a two-way engagement approach with residents, stakeholders and staff across the Council and CCG.

8.9.1 A single corporate **communications** team across the Council and CCG was established following a period of consultation in 2018/19; posts determined to be in scope are set out in the appendix.

8.9.2 Within the HR review it was agreed that responsibility for **staff engagement and change management**, including staff awards and the annual staff survey and action plan, is moved to the leadership of the Head of Communications and Engagement.

8.9.3 The **Contact Centre** will move into the new Communications and Engagement Team as a key enabler of the corporate digital strategy and associated savings (i.e. to move customers to less expensive and more accessible communications channels). The Contact Centre manager will report directly to the Head of Communications and Engagement. The remit of the service will also be expanded to include:

- The temporary capacity and responsibility for concluding the development of the Councillor's casework system and
- Responsibility for logging and monitoring Freedom of Information and Subject Access requests and replies.

8.9.4 Temporary leadership arrangements are currently in place for the **Social Development and Engagement Team**; these arrangements will conclude and the team will be moved between the leadership of the Joint Head of Communications and Community Development Lead, as described in the appendix I. The intention is to embed the good work already undertaken on neighbourhood engagement, including the Bury Directory and responsibility for the One Community consultation portal, with a refreshed internal and external communications approach and mainstreamed public service reform strategy which seeks to establish a different relationship with the community. The external funding streams and delivery commitments for Social Development and Engagement Team posts which are in scope to transfer to different teams will be assessed during implementation.

9.0. Senior Management Capacity

9.1. In the report to the HR and Appeals Panel of April 2019 the Chief Executive highlighted the following specific objectives for new leadership arrangements:-

- To bring stability to the senior leadership team (at that time all direct reports to the Chief Executive were in temporary positions).
- To increase capacity for strategic management and the implementation of strategic change.
- To align the Council's structure with the creation of the OCO.
- To do this within existing budgets for senior management

9.2 The Council currently employs 41 post holders at Chief Officer level, defined as all posts paid on JNC Terms and Conditions (c£55 000 and above). This quantum equates to c2% of the non-schools workforce which compares relatively well with sector averages of senior management, which have been benchmarked at 2 – 3% of the workforce in other Councils. A number of senior posts were, however, established by previous leadership to meet historic objectives or with non-recurrent funding. The proposals in this report make a significant contribution to stabilising this: the total cost of the current Chief Officer structure is £4, 128 000; the total cost of the new structure is £3, 376, 000. This cost saving of £759, 675 is the net effect of cost of new structure less the savings achieved from these proposals as set out below and detailed in Appendix L :

- Recovering income from the establishment of a series of leadership posts as joint roles with the CCG (for which savings will be shared across the two organisations):
 - the joint Chief Executive/Accountable Officer; Joint Head of Communications and Engagement and Joint Chief Finance Officer are all established jointly and working well
 - It is also proposed that the Chief Information Officer and Joint Head of IT are established as joint posts across the two organisations
 - The Executive Director of Strategic Commissioning is also proposed to be a jointly established and funded role, as described in section 6
- Deletion of the posts of Executive Director Communities and Wellbeing, Assistant and Director Strategy Procurement and Finance, and Children's Strategy and Commissioning. The duties of both posts will be absorbed into the One Commissioning Organisation.
- Deletion of the post of Executive Director, Business Growth and Infrastructure (BGI). The post is in a redundancy situation on the basis of significant reductions in the operational responsibilities of the department as described.
- The transfer of 50% of the two Director posts in the Business Growth and Infrastructure department to capital funding on the basis of contribution to tangible infrastructure.

9.3 For further information, in pursuit of efficiency, the Council has also taken the opportunity of the recent severance exercise to delete the following posts. With the exception of Head of Financial Management and the Assistant Director (Localities) these savings have been accounted for elsewhere:

Assistant Director – HR/OD
Head of HR - Children's Workforce
Head of Financial Management
Assistant Director (Localities)

- 9.4 An ongoing budget gap has been identified however, because in previous years, posts have not been covered by permanent budget. Subject to approval of the changes proposed, the future available budget for Chief Officer posts remains c£103, 000 less than the costs.
- 9.5 The Chief Officer funding gap will be addressed over the next 12 months by future management of the Chief Officer cohort as a corporate resource, under the direction of the Chief Executive. Any vacancies that occur in senior roles over that period will be taken as an opportunity to reduce costs by structure redesign (NB this excludes plans to recruit to the vacant post of Assistant Director Finance, for which recruitment plans are underway). Efficiencies will also be driven through consistent corporate capacity indicators which are proposed to include:
- moving to a corporate norm of 1:6 reporting lines
 - seeking to reduce the numbers of layers of management and to push responsibility down to the lowest practicable level. The Council operates a large number of grading tiers at Chief Officer level which are defined below for completeness, but the expectation (based on greater spans of control) is that there should be reductions in hierarchical layers with services operating only a small number of leadership posts at a grade consistent with the scale and complexity of work
 - Consistent accountabilities and associated naming conventions for Chief Officers moving forward, as below, to be implemented through all future structure change opportunities:
 - Band H: Executive Directors report to the Chief Executive - Strategic accountability for multiple services across a functional area
 - Band F above: Director, strategic and operational accountability for multiple professional disciplines
 - Band D and E: Assistant Directors – strategic and operational accountability for single profession/discipline (grade according to scale)
 - Band B: Heads of Service – professional delivery of a whole service across the council/department
 - Band A: Strategic Leads - professional strategic lead, lead subject matter expert or delivery of a service across the department or council
- 9.6 In support of structure efficacy Chief Officers will also now be required to assume additional corporate responsibilities without any increase in pay. Proposals are that each post should now:
- Be required to join the Strategic On-Call Rota for Emergency Planning, at Gold (Strategic level – all Executive Directors) or Silver (Tactical level – all other Chief Officers on Band A and above) on a contractual basis, as set out in Appendix M. Officers will be on-call on a periodic basis for a 7-day (24 hour) period; during this time individuals must be available to respond to a call immediately and to travel to Bury within one hour. Detailed training will be provided but essential membership of the Emergency Planning rota requires individuals to be accountable for co-ordinating the Council’s response to any unforeseen or potential emergency situations, in conjunction with service colleagues. There will be no additional payment for this responsibility and any current payment made for posts on the existing rota will be withdrawn.
- Staff below Chief Officer grade who currently cover the rota will be invited to join a separate Forward Incident officer rota, in support of the valuable cover currently provided by Building Control officers
- Demonstrate corporate social responsibility by supporting at least one mentee within or outside of the organisation, for example a junior member of staff; a new starter or a looked after child as part of the Council’s Corporate Parenting role.

10. Funding Implications

- 10.1 The proposals in this paper produce a saving of £759, 675 on Chief Officer costs.
- 10.2 Proposals to address the remaining funding gap in chief officer pay will be brought forward as part of 2020/21 budget options.

11.0. Conclusion and Next Steps

- 11.1 The changes proposed are made as the basis for consultation. A formal consultation meeting will be called and a period of 90 days allowed to take feedback on the proposals and discuss details with affected staff and the Trades Unions, following which the relevant processes will be followed to establish and appoint to new teams and posts within the agreed structure.

12.0 Recommendations

- 12.1. The HR and Appeals Panel is asked to endorse the following recommendations to the Council's Cabinet:
- 12.1.1 To replace the current organisation structure with the five new departments of Operations; Business Growth and Infrastructure; Department of Corporate Core Services, One Commissioning Organisation and Children and Young People. The detail of structures in each department will be brought forward by the relevant Executive Director with a 'lift and shift' arrangement in the meantime.
- 12.1.2 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
- 12.1.3 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)
- 12.1.4 To note the saving outlined in the report of £759, 675 and the 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

- 12.1.5 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.
- 12.1.6 That the Committee note the next step, subject to approval, will be for each department to work through the detail of structures and for these to be reported back as necessary.

Supporting Information (if necessary)

Appendix A – Current and Proposed high level organisation structure
Appendix B – Council functions by proposed department
Appendix C – Job description Executive Director of Strategic Commissioning
Appendix D – Job description for Director of Community Commissioning
Appendix E – Job description for Children’s Commissioning Lead
Appendix F – Job description for Director of Secondary Care Commissioning
Appendix G – Job description for Director of Nursing, Quality and Improvement
Appendix H – Corporate Core Services Management Structure
Appendix I – Posts proposed to be in scope of new Corporate Core teams
Appendix J – Job description for Joint Head of IT
Appendix K – Job description for Community Development lead
Appendix L – Net effect as a result of Chief Officer posts established, deleted, shared or costs capitalised
Appendix M – Chief Officers for gold/silver command.

2. List of background papers other than published works or those disclosing exempt or confidential information.

HRA Report – SLT Restructure, 7 September 2018
HRA Report – Senior Management Capacity, 24 April 2019

3. Published documents referred to in compiling this report.

Equality Impact Assessment