REPORT FOR DECISION

Bury COUNCIL

DECISION OF:	**CABINET**
DATE:	**2 September 2020**
SUBJECT:	**Corporate Restructure Proposals – Corporate Core**
REPORT FROM:	**Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs & HR**
CONTACT OFFICER:	**Lynne Ridsdale, Deputy Chief Executive**
SUMMARY:	This report proposes future structural accountabilities within the new Corporate Core Management Team. It includes specific changes to the following teams: • Procurement • business support • health and safety • Risk management • Communications • Democratic Services • Arts and culture including Adult Education • Community Safety • Legal Services • Social Development and Engagement The report also includes specific proposals to invest some of the resources provided within the 2020/21 budget through the establishment of a Delivery Unit and investment in performance and business analyst capability. The Human Resources and Appeals Panel (HRA) have power to submit recommendations to Cabinet on the overall departmental structure of the Authority and major restructuring within Departments/Division. There is no obligation to report on restructurings to the HRA as Cabinet have final authority in these matters.
OPTIONS & RECOMMENDED OPTION	The Council's Cabinet is asked to agree these proposals. 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:**	The 2020/21 budget included a commitment to strengthen corporate services where it was recognised that capacity issues existed. A recurring budget of £1m was reflected in the council's budget with an additional £0.5m from 2021/22 onwards, the proposals set out in this report establish the specific posts that are to be created and too be funded from this budget. The proposals can be contained within the funding already available.
Equality/Diversity implications:	EIA attached Any recruitment following the restructure will be in line with equality and diversity
Considered by Monitoring Officer:	The Council is required to designate a "statutory" scrutiny officer under the provisions of s9FB of the Local Government Act 2000. The scrutiny officer's role is: • To promote the role of the authority's overview and scrutiny committee(s); • To provide support to the authority's O&S function and to local councillors; • To provide guidance to members and officers of the council in relation to O&S's functions. Some councils have appointed a more senior officer to this role as this gives scrutiny a high profile at a corporate level. Others have taken the approach recommended in this report to establish a more junior officer as this: • Empowers those involved in scrutiny day-to-day with a statutory role and duty, which bolsters their visibility to the rest of the organisation; • Provides responsibility for providing advice and guidance on scrutiny with an officer with practical experience of scrutiny; • Recognises that the other statutory posts relate to corporate functions across the authority, where the scrutiny officer role relates specifically to the council's non-executive activity, which is usually supported by a team or individual. The Human Resources and Appeals Panel (HRA) have power to submit recommendations to Cabinet on the overall departmental structure of the Authority and major restructuring within Departments / Division. There is no obligation to report on restructurings to the HRA as Cabinet have final authority in these matters.
Wards Affected:	All

1. Purpose of Report

1.1. In 2018 the Council benefitted from a Local Government Association Peer Review. The Review provided a range of feedback, including highlighting a number of strategic and operation capacity gaps. Key recommendations included the need for an organisation development strategy to address workforce skills which would encompass:

- Coherent leadership behaviour with a consistent, performance culture
- Investment in financial skills and budget management
- Focus on improved IT skills and investment in digital infrastructure
- Stronger community engagement as part of the development of the Team Bury network
- Development of a community strategy with a corresponding focus on internal performance management and delivery, including the development of a Corporate Plan.

1.2 It was recommended that one of the key ways to make swift progress would be the establishment of a Corporate Core to co-ordinate activity and provide the professional skills to enable organisation development and the transformation required to deliver against the other recommendations within the Review.

1.3 In response, in a report to the HR and Appeals Panel of 13 January 2020, the Department of Corporate Core Services (DoCCS) was created. The following services were agreed to be in scope of the new department which will operate across Bury Council and the One Commissioning Organisation (OCO):

- Business support
- Communications and engagement including the Council's Contact Centre and former Social Development team
- Community safety – operational and strategic
- Health and safety including emergency planning
- CCG Governance
- Information Governance
- ICT
- Policy, Partnerships, Performance and Business Intelligence
- Human resources
- Legal and Democratic Services including data protection
- Risk management
- Procurement

1.4 Since the January report significant progress has been made by the new department in responding to the LGA recommendations and establishing a corporate approach across the Council and OCO partnership, as follows:

- The ICT transformation programme has progressed with all servers upgraded; devices rolled out and a Microsoft Enterprise Agreement implemented within the Council. The digital infrastructure is currently supporting all committee meetings on line and around 1000 remote system users each day
- The Bury strategy framework and plan is now being developed following multiple partnership engagement sessions
- Policy leadership was provided to the development and planning of the 2020/21 budget which has now been set. The budget included provision for an internal transformation programme, for which scoping has begun
- Work has begun to strengthen Council governance including a review of the Constitution and governance arrangements including procurement, audit and risk in conjunction with the strategic finance team

- A set of three strategic priorities were defined for 2019/20 and the first all-staff briefing sessions and Leadership Conference for all senior managers were held. Work is currently underway to conclude a Corporate Plan for 2020/21 which will provide an integrated delivery framework for the Council and the OCO.
- Facilitating an integrated emergency response to COVID-19 across the Council and OCO with integrated governance, communication and delivery via newly establish Community Hubs and emergency response infrastructure

1.5 Looking forward, the Council and OCO has an ambitious programme of delivery for the medium term which will require significant corporate leadership to deliver. This includes:

- Development and delivery of the budget strategy to support the Medium Term Financial Strategy, in the context of significant financial challenge as a result of economic pressures resulting from the pandemic. This work included the programme of savings required for 2020/21
- Delivery of an internal transformation programme to establish a high performing partnership and address internal capability gaps through a multi-year programme with defined workstreams including Governance; Organisation Development; the Digital Strategy and Financial Transformation
- The implementation of a single, best practice equalities strategy across the Council and OCO and fundamentally reviewing systems, skills and culture to ensure this is implemented meaningfully and that equalities is at the heart of future organisation strategy
- Implementation of the Bury 2030 strategy including a detailed delivery plan across the partnership and associated outcome measures. The work will include definition of common internal priorities across the Council and OCO, which will be proposed in a Corporate Plan to follow in the autumn
- A new basis for community engagement which maintains and develops the relationships and community capacity secured through the establishment of Community Hubs, as part of a new communications strategy
- The development of a neighbourhood model across the borough where residents are supported to define their own priorities; public service resources are targeted on an evidence-basis; voluntary and community sector capacity is maximised and staff are empowered to take an "asset based" approach to service provision

1.6 The Council recognised that investment in corporate skills and capacity would be required to respond fully to LGA Review and deliver the extent of future ambitions. Revenue and capital provision was therefore made in the 2020/21 budget to close skills and capability gaps that exist in the Corporate Core. Whilst the new leadership team has supported existing staff in IT; HR; performance and communications to make significant progress this year there remain capacity gaps in a number of these services and an outstanding skills gap in relation to strategic organisation development and programme management in particular.

1.7 In addition to closing key capacity gaps in accordance with external advice, investment in the corporate core is considered to be even more important in the present emergency context. The Core is playing a major part in the emergency command structure including leadership of the internal Silver response structure and co-ordination of Borough Gold; leadership of the five Community Hubs; significant communications activity to fulfil to the Council's statutory responsibility to "Warn and Inform" residents in a declared emergency situation, as well as delivering the internal infrastructure to keep staff safe and maintain productivity through remote working.

1.8   As we move into Recovery the Core team will be accountable for a number of community actions including:

- Development and programme managing the delivery of the recovery strategy, in addition to
- a leadership role in delivering half of the community Recovery priorities identified to date:
  o the "opportunity guarantee" including voluntary sector recovery plan and the establishment of the neighbourhood model
  o the anti-poverty strategy, including direct hardship support and food poverty solutions
  o thanking key workers;
  o the Year of Culture delivery including supporting town centre recovery and
  o delivering the "no more rough sleepers" action in the context of temporary leadership of the Housing Needs and Options team
- Community engagement and communications to fulfil the Council's statutory duties under the Civil Contingencies act and to continue to support residents and influence behaviour to control infection levels
- Leading the Council and OCO response as employers to the ongoing emergency including maintaining digital delivery and implementation of COVID secure ways of working

1.9   The Core will also play a major role in the co-ordination of the strategic response to already reported significant challenges to the Council and OCO finance position; this will require a policy-led budgetary response to all aspects of the resourcing position including internal capacity; traded and income-based services and management of front-line service demand.

1.10 All of these activities are in addition to statutory and planned service delivery and may only be achieved with the appropriate resources.

1.11 This report sets out structure proposals within the existing Corporate Core management teams to align resources with proposed priorities. The report also makes recommendations for additional investment in a proposed new "Delivery Unit" (Programme management office) and additional capacity in the corporate performance and communications teams. Recommendations for additional capacity will be drawn from the dedicated transformation funds which were provided from in the 2020/21 budget.

2.0   Proposed New Capacity

2.1   People and Programme Delivery

2.1.1 It is proposed that a new Assistant Director – People and Transformation (Anticipated Grade Band D) is created (see appendix 2.0), reporting to the Deputy Chief Executive (Corporate Core) and with responsibility for implementing the ambitious workforce change agenda. The postholder will be accountable for establishing and delivering an overarching internal transformation programme and delivery plans and leading the Council and OCO Delivery Unit and managing the Human Resources service, including:

- Developing the outline framework of an internal transformation programme which has been created by the Executive Team into a full programme and associated delivery plan, with responsibility for preparing regular updates for the delivery of the plan to Members. A summary of current plans is appended
- Production and management of the reports and tools to implement the plan including the business planning processes; update reports to Members and other stakeholders; the equalities strategy and underpinning process and policy
- Providing personal leadership of the development and implementation of a comprehensive organisation development plan which addresses
  - o The cultural development of the Council and CCG partnership to establish a shared culture, values and ways of working
  - o leadership development to develop a network of joint leadership at different tiers of the partnership and common systems and competencies for delivery
  - o workforce skills including functional-specific skills, such as the major investment of finance skills for finance professionals and budget-holding managers; a "talent" strategy for the establishment of an apprenticeship and trainee strategy; workforce competencies/behaviours and a new joint staff induction model which all staff will be required to attend, to refresh their approach
- Management of the new proposed Delivery Unit, below
- Management of the Human Resources function to ensure the work of this team, including the HR strategy team which is responsible for workforce development, is aligned with the transformation strategy and there is congruence between the practical management of staff and future direction of the organisation

2.1.2 A Programme Management Office, known as the Delivery Unit, is proposed to produce, maintain and report detailed delivery plans on the Council and OCO delivery priorities which will include:

- The schedule of multi-million pound annual savings delivery plans across the Council and OCO
- The internal transformation programme which includes the work streams of Digital; Organisation Development; Financial Transformation and Governance
- The Borough emergency response and recovery plan, including the health and care Sustain and Recovery plan
- The schedule of individual departmental/OCO delivery priorities
- The strategic priorities to deliver the Council and OCO contribution to the 2030 plan
- The wider Borough 2030 programme plan

2.1.3 The Delivery Unit will be led by two Programme Managers which are already proposed/in post:

- A fixed term Programme Manager (Band A) for the OCO is in post until 2021
- The Programme Manager (Band A) post that was included in the Cabinet report of 10 June 2020

2.1.4 On the basis that the extent of the overall programme is now better defined it is proposed that these posts will require additional capacity. As such an additional two Project Managers (SM2) are proposed to create a team. The team may be further expanded over time with other similar posts which currently operate within the Council and the OCO. The intention is to create a corporate team with the resilience and capacity to establish and maintain a consistent and high quality programme-based approach to delivery across the Council and OCO partnership. The Delivery Unit will be accountable for:

- producing, maintaining and reporting on an overall annual delivery programme and detailed projects for all activity within it
- devising and assuring the delivery of a corporate business planning process which delivers the Corporate Plan; integrates organisation strategy; service plans and financial planning
- quarterly performance reports, in conjunction with the performance team (below) which track activity delivered and outcomes achieved
- formally project managing the delivery of individual major projects including the overall budget delivery programme and major individual service reviews
- an annual report to full Council.

2.1.5 It is anticipated that leadership of corporate equalities will also be within the new portfolio. The Council and OCO have commissioned an independent review of the approach to equalities as respective employers and service providers. The findings of this review will report back in the autumn and at this time capacity requirements to respond will be determined.

2.1.6 It is proposed that the two additional posts are funded from the dedicated transformation funds which was provided for in the 2020/21 budget. See the JD and proposed Structure at appendix 2.0 -2.2.

2.2 **Performance**

2.2.1 The majority of Council and CCG Performance services have been established as a corporate resource and, together, will now be referred to as the Strategic Performance & Intelligence Team. The team reports to the Chief Information Officer.

2.2.2 Looking forward there is significant scope to develop the business intelligence (BI) and analytical capabilities of this team, as a key enabler of the One Commissioning Organisation. Business intelligence may be defined as the collation of multiple data sources and systems into meaningful information, to drive decision making. This approach was demonstrated by the team during the emergency, with the creation and analysis of a number of high quality data sets including:

- Daily/weekly COVID dashboards as a basis for emergency command decision making
- A bespoke "early warning system" to inform the Local Outbreak Board by bringing together national and local intelligence
- Regular and swift analysis and response to government data sets and reporting requirements in relation to vulnerability

2.2.3 The vision is for the performance team to maintain their wider role and to develop, with the Delivery Unit, a "performance dashboard" which is reported on quarterly and tracks the impact and outcomes of the work of the Council and OCO, for example on Borough skills levels; health equality measures; economic indicators and cleanliness. Present resources only allow for statutory returns and reporting within departmental teams. Additional capacity is therefore required which, at this stage, is proposed as follows:

- A Head of Service to lead the new, extended team. This report recommends the creation of a new post within the Performance Function of Strategic Performance & Intelligence Manager (G17) to report into the CIO
- Two additional Strategic Planning & Development Analyst posts (G10) to lead on the rapid development of a new Corporate Performance Framework and underpinning outcome dashboards for each statutory and service teams to support the delivery of the Bury 2030, our new Corporate Plan and Budget Delivery Plans. These posts will report in to the Strategic Performance & Intelligence Manager proposed above, or their nominated intelligence lead
- Ongoing review of whether additional functions across the Council and the OCO should be included to support Children's Services, Early Help and Education

2.2.4 Job descriptions and structures are appended at Appendix 3.0 – 3.2.

2.2.5 It is proposed that the additional posts are funded from the dedicated transformation funds which were provided from in the 2020/21 budget.

2.3 Communications and Engagement

2.3.1 A single corporate communications team across the Council and CCG was established in 2019 and has been effective in delivering joined-up, reactive internal communications and targeted external campaigns to support particular priorities including some regeneration activities; particular health care campaigns and the present emergency.

2.3.2 Resourcing within the team is, however, insufficient to fully discharge the CCG's statutory obligations for service user engagement; to meet the Council's aspiration for two-way communications which achieve co-designed local priorities, or provide quality statutory consultation exercises particularly in the context of major plans during 2020/21. Furthermore, present resources are almost fully utilised in managing the COVID response, in accordance with the Council's statutory obligations under the Civil Contingencies Act; it is anticipated that the present capacity demand will continue for some time.

2.3.3 It is therefore proposed, subject to an equivalent decision from the CCG, that the Communications and Engagement structure is significantly strengthened to allow for a fundamental refresh and expansion of the Council and OCO communications and consultation strategy, including specific investment in digital communications. Proposals are set out below and have been validated through a benchmarking exercise to confirm the new structure would be comparable to other Greater Manchester districts.

2.3.4 Communications and marketing will operate on an account manager basis with three managers to support departments grouped around people, place and corporate.

- The current CCG Communications and Engagement Manager will be the Account Manager for the One Commissioning Organisation (OCO) and Children's Services (People). They will continue to be supported by the existing CCG Communication and Engagement Officer, whose post will increase from part-time to full-time. Greater capacity will be provided with an additional Communications and Marketing officer in this portfolio.
- The Council's existing Communications Manager will be responsible for BGI, and Operations (Place) and will continue to be supported by the current Communications and Marketing Officer, whose post remains unchanged. Greater capacity will be provided with an additional Communications and Marketing officer in this portfolio. The job description is available for inspection.

- An additional Communications Manager (G13) will lead the corporate core portfolio. Dedicated support for internal communications will be provided by the re-designation and appointment to the vacant post of Communication and Marketing Officer. The job description is available for inspection.
- The existing Organisation Change and Engagement Officer will report to the Communications Manager (Corporate) to ensure the staff engagement is aligned to internal communications.
- A new post, Digital and Media Officer (G9), will increase our digital and media offer reaching new audiences at relatively low cost. They will also manage and integrate our social media with more traditional communication channels, ensuring that we are proactive in our engagement. They will also provide support to the press office to increase our capacity in this area and ensure we are able to be more proactive. This post will be managed by the Press and Media Liaison Officer, who will be re-designated as Press and Media Liaison Manager (G13).

2.3.5 The output of this additional resource will be:

- An updated joint communications strategy across the Council and OCO partnership which is based on resident "voice"; user engagement and capacity to drive digital channels
- Capacity to maintain statutory "Warn and Inform" functions throughout the ongoing emergency and into Recovery
- Dedicated resources to drive particular organisation priorities and provide high quality stakeholder involvement
- Expanded capacity (including capacity proposals in section 3.7) to support high quality community consultation exercises with a clear joint narrative and interface with Greater Manchester as required. The consultation programme for 2020/21, for example, includes;
  - Bury 2030
  - Greater Manchester Spatial Framework (GMSF)
  - Greater Manchester Clean Air Plan (GMCAP)
  - GM Minimum Licensing Standards for taxis and private hire vehicles (MLS)

2.3.6 Job descriptions and proposed structure is appended at Appendix 4.0-4.5.

2.3.7 It is proposed that the additional posts are funded from the dedicated transformation funds which was provided for in the 2020/21 budget.

2.4 Democratic Services

2.4.1 Work is currently underway to strengthen Council governance, including a review of the constitution and underpinning delegation arrangements. An early conclusion of work to date is that there is a need to strengthen resources within Democratic Services to drive the focus on good governance and deliver the imminent Scrutiny Structure review in particular. Proposals are as follows:

- To replace the 30 hour Senior Democratic Services Officer (G10) post with a full time Principal Democratic Services Officer post (G12). This post holder will be responsible for the effective operation of the Council's Executive; advise on procedure and ensure the efficient servicing of the Authority's Cabinet as well as the Regulatory Committees, including managing the key decision forward plan, agendas and minutes
- To create a new Scrutiny Team Leader (G13) who will deputise for the head of service and lead the development and implementation of the new scrutiny structure. The post holder will be responsible for the drafting, production and monitoring of terms of reference, scrutiny review work, and the Scrutiny Annual Report. This post holder will

develop a democratic services digital offer as well as a strategy for wider public engagement in the democratic process as part of the wider strategy for enhanced community engagement.

2.4.2 Job descriptions and a proposed structure is appended at Appendix 5.0-5.2.

2.4.3 It is proposed that these posts are funded from the dedicated transformation funds which were provided from in the 2020/21 budget.

3. Departmental Leadership Arrangements

3.1 Corporate Core Leadership

3.1.1. The department is led by a Corporate Core Management Team (CCMT). Current and proposed structure charts are appended (Appendix 1.0).

3.1.2 All services / posts will slot into the department within the structure above, unless contrary proposals are made below. Appendix 1.1 -1.2 show these proposals.

3.1.3 A piece of externally facilitated team development is proposed for the Corporate Core Management Team, now established. A partner will be sourced who will:

- Work with the team to develop a common ethos, style and mutual trust
- Develop the partnership and hand-off points between the DoCCS team and Finance
- Provide individual coaching to management team members to align their approach with the team vision; to agree and support individual development plans
- Support the development of a detailed delivery plan to inform the 2020/21 Corporate Plan. With the benefit of resources proposed in this report this will include delivery of the following:
  - o The Borough vision: Bury 2030 strategy complete and a high level vision; outcomes and delivery programme agreed to guide the Team Bury partnership, including the Council and the OCO, over the next ten years
  - o a Corporate Plan agreed (to cover 20/21 pending agreement of the 2030 strategy and then a further three year plan for 2021-24) and underpinning departmental business planning processes established, with quarterly updates to Members.
  - o A delivery programme for the budget strategy
  - o Development and programme management of the emergency recovery strategy, including the initial ten point plan
  - o a multi-year internal transformation programme with defined outcomes to address culture and skills; financial transformation; governance and digital strategy of the Council and OCO
  - o An information governance strategy across the partnership
  - o A new corporate business support function working to digital processes enabled through the roll out of MS 365
  - o revised and significantly updated and expanded communication and consultation strategies based on community engagement and digital delivery and including, this year, consultation on Bury 2030 and the GM spatial framework; clean air plan and Minimum Licensing Standards for taxis and private hire vehicles (MLS)
  - o An updated council constitution; Member development plan and training programme for implementation
  - o A joint and more secure emergency planning and resilience function across the Council and OCO
  - o A neighbourhood model established in each locality which brings together the existing integrated health and care teams; properly established Community Hubs;

the existing Children's Early Help teams and an equivalent function for adults. The teams will provide all-age early help and provide a targeted approach to public service to support early intervention and demand reduction
  o An updated Housing Strategy and action plan including temporary leadership of associated functions across the wider Executive team

3.1.4 It is proposed that this support is funded from the dedicated transformation funds which were provided from in the 2020/21 budget.

3.1.5 The statutory post of Council Monitoring Officer (MO) is currently vacant. The MO is a key member of the Council's Executive Team and CCMT. The post has been reviewed prior to recruitment and the Job Description updated, attached. The post, which has been evaluated at Chief Officer Band E (£84 407-£92 276) has been re-positioned as Director of Law and Democratic Services in recognition of its functions and position in the organisation hierarchy. It is proposed that recruitment commences as a priority. The job description is attached at appendix 1.3.

3.2 Governance and Assurance

3.2.1. The post of Deputy Director Corporate Core was established and appointed to by the CCG, following formal consultation. An equivalent decision is required by the Council in order that the post can operate to a joint leadership mandate. It should be noted that the original portfolio for the post as agreed by the CCG is subject to some revision in these proposals. The currently proposed job description includes responsibility for joint risk management and CCG emergency resilience; as described in the sections below this report proposes the exclusion of these functions from this portfolio. The post will, however, remain the lead for CCG risk management and assume a proposed new lead on Information Governance across the Council and OCO.

3.2.2. The primary leadership function of this post is to progress joined-up working across the partnership by establishing common processes, procedures and ways of working across all governance functions which make best use of resources and establish a common approach to delivery.

3.2.3 The operational remit of the post is:
  • CCG Governance; CCG Risk Management; Health and Safety; Corporate Affairs; Corporate Admin
  • Patient Services
  • CCG Information Governance
  • CCG commissioned services: HR and OD; Equality, Diversity and Human Rights; Emergency Planning

3.2.4 In addition this role will lead on the production and oversight of the joint Corporate Plan and Information Governance strategy; the establishment of a joint Business Support function and strategy across the Council and OCO and accountability for the joint Health and Safety service across the partnership.

3.2.5 The post will be complementary to the function of the Council's Monitoring Officer; to better describe key functions it is proposed to refer to this role as Deputy Director Governance and Assurance. The proposed job description for this post is provided at the appendix 6.0.

3.3   Business Support

3.3.3   It is intended that, as far as practicable and subject to an equivalent CCG decision, all business support capacity across the Council and CCG will be brought together into a single central service within the Governance and Assurance division.

3.3.2   The management of business support as a single corporate service will be a significant change and opportunity for fundamental improvements in ways of working, which will be phased in as follows:

- Phase 1 – all posts immediately identified as generic business support capacity to become a corporate service.
- Phase 2 – formal review of Executive support (which includes PAs, secretariat and other similar type roles providing support to the Executive team) as an early priority within the corporate transformation programme. This review, which will be undertaken in the context of the roll out of Microsoft Office 365 and therefore greater self-service by senior managers, will establish consistent executive support arrangements within available budget and to reflect best practice.
- Phase 3 – wider review of the business administration requirements at corporate and departmental level to establish common, high quality processes across all common administrative functions and a single corporate team.

3.3.3   It is anticipated that external support will be required to deliver the review of executive and business support functions and that this will be an early priority for the corporate transformation programme. The costs will be met from the corporate transformation reserve. A separate report with detailed proposals for the new corporate service will be brought to the Council's Cabinet under separate cover.

3.4   Health and Safety

3.4.1   All Council Health and Safety teams will be brought together into a single corporate function which will also support the CCG (excluding GPs). At this stage the current Health and Safety Advisors in each of the Council's teams will simply be brought under the line management of the Council's Head of Health and Safety, as the most senior post, but a fuller restructure will follow in future.

3.4.2   The new service be launched with a refreshed health and safety policy which is listed separately on the agenda, together with the implementation of new consultative governance through a Corporate and Departmental Health and Safety Consultative Committees, to ensure appropriate focus and priority of these important statutory functions.

3.4.3   The founding principle of new arrangements is that managers are responsible for managing the health and safety of their staff with support from the corporate team, whose focus will be on training and support; maintenance of the policy framework; compliance and quality assurance; complex investigations; interface with the HSE and activity/compliance reporting.

3.4.4   The Council's Head of Health and Safety is currently also responsible for Emergency Planning. To secure capacity for this post to lead a wider health and safety delivery remit it is proposed that this responsibility is relinquished and moved to the Policy and Partnerships division as described below. An updated JD is appended. (See Appendix 7.0).

3.5 Information Governance

3.5.1 The establishment of an effective approach to Information Governance (IG) requires an overarching strategy which is underpinned through significant and demonstrable commitment across Bury Council and OCO.

3.5.2 The ambition is to have a single and joint approach, which will be reflected through a proactive and positive culture, to deliver robust Information Governance arrangements and practice across the Bury partnership of the CCG and Council. The responsibility for leading the delivery of this will, subject to agreement by both organisations, fall within the remit of the Deputy Director Governance and Assurance, who will be responsible for establishing and strengthening this area of work, which, for reference, includes managing complaints; information requests including Subject Access and Freedom of Information requests and compliance with relevant legislation including data protection, GDPR and Caldicott duties in health and social care. This will include:

- Compliance and continuous improvement with the Data Security and Protection Toolkit (DSPT) requirements
- Co-ordination of the statutory officers (SIROs; DPOs and Caldicott guardians for both organisations).
- Establishing the arrangements to ensure appropriate DPO provision for the CCG, including oversight of any agreed contract or line management where this is an employed post;
- Establishing and maintaining, through the DPOs, a high-quality Information Governance Framework, supported by a suite of robust procedures, which meet GDPR and Data Protection requirements
- Ensuring the skills and culture of Council and CCG colleagues reflects the requirements of effective IG
- Developing and directing the network of IG champions
- Managing information requests (FOIA and SARs) within timescale and to a high standard, through the network of chief officers and CCG heads of service as required;
- Devising the processes and corporate analysis for complaints to ensure timely response and lessons learned in respect to all complaints through line management of the Council's Customer Complaints Officer.

3.5.3 In order to ensure that a whole system approach is adopted, significant engagement from statutory officers will be required. This approach will be supported through the wider transformation programme and business support review in particular, with detailed proposals regarding policy and capacity changes to establish a high-quality function brought forward once developed.

3.6 Community Safety including Emergency Preparedness & Response

Operational Community Safety

3.6.1 The Operational Community Safety Team provide 24/7 security and response for all Council buildings, a number of schools and colleges and other clients. The team deliver patrols of the borough and a reactive response service. The Control Room monitors our CCTV network and provides out of hours call handling for Bury and Rochdale Councils.

3.6.2 A restructure of the service is required as a result of a number of vacancies including the recent retirement of the Head of Service and Operations & Development Manager. It is proposed to take this opportunity to expand the remit of the team to include Emergency Planning for both the Council and CCG through the existing models within each organisation

but providing consistent management across the organisations. The proposed arrangements are that:

- The Operational Community Safety Team be renamed as the Emergency Response & Resilience Team.
- Two new posts are to be created within the service to provide a permeant replacement for the Head of Service and Operations & Development Manager and to reflect the additional responsibilities being assigned to the Services:
    - Operations & Emergency Response Manager (G12): This post will have the lead responsibility for the Control Room and Emergency Response and will be filled through a recruitment process, ring-fenced to the service in the first instance. Once an appointment has been made to this post the resulting vacancy will be left unfilled until a full review of income from traded services has been undertaken to allow for flexibility should additional resources be required to deliver these services. This post will be funded from the previous Operations & Development Manager Post.
    - As part of these changes it is proposed that the post of Health, Safety and Resilience Co-ordinator (Grade 11) be moved from the Health & Safety Team to report into the new post of Operations & Emergency Response Manager (G12)
    - Operations, Safety & Resilience Manager (G11): This post will have the lead responsibility for the Community Response Team and external security contractors. To fund this the post of Operations Supervisor - Community Response (G9) will be deleted and the current post holder assimilated to the new Operations, Safety & Resilience Manager as a suitable alternative. The gap will be funded from within the current budget.
- The Forward Incident Officer (FIO) function is currently fulfilled by Building Control officers as part of their statutory on-call responsibilities, but staff feedback indicates this does not provide resilience should building control and emergency planning functions be called on at the same time. It is therefore proposed that the Emergency Response & Resilience Team will provide 24/7 Forward Incident Officer (FIO) cover as part of the Council's Emergency Planning rota and building control staff will no longer be asked to fulfil the FIO function. The Operations & Emergency Response Manager will be responsible for sourcing FIO cover should extenuating circumstances require it.
- The functions and line management of the post of Service Business Manager (G9) will continue unchanged at this time but will be included in the corporate Business Support service described in section 3.3
- The current post of the Assistant Business Manager (G7) is to be deleted and a new post will be created which includes additional Emergency Response responsibilities as part of the new Emergency Control Structure in a new post of Safety and Resilience Assistant (G8).It is proposed that the current Assistant Business Manager is assimilated to this post as a suitable alternative on the basis that their substantive role will be deleted. The gap will be funded from within the current budget.

3.6.3 These proposals are fully costed and fall within the current service budget due to existing vacancies. Job descriptions and proposed structure is appended (Appendix 8.0-8.3)

Strategic Community Safety

3.6.4 It is recommended that the Strategic Community Safety Partnership Team reports into the new Assistant Director of Public Service Reform as part of establishing the Neighbourhood Model. There are no changes proposed to current structure. The new reporting line is shown in Appendix 1.1.

3.7   Arts and Culture and Adult Learning

3.7.1 The strength of Bury's arts and culture offer was due to be celebrated this year with our status as GM Town of Culture. Due to the impact of COVID-19 the majority of the programme has been post-phoned until 2021 and it is vital that we have the right resource in place to make this a key part of our Recovery.

3.7.2 The Borough culture offer is intended to be at the heart of the community response within Bury 2030, as a vehicle for driving resident engagement, aspiration and social connectivity. It is therefore proposed that the Arts and Museums and Adult Education services are both moved to the portfolio of the new Assistant Director of Public Service Reform, as part of the new neighbourhood delivery model.

3.7.3 Once an appointment has been made to the Assistant Director of Public Service Reform a full review of the Arts and Culture Service will be undertaken to ensure that it is sustainable and appropriately structured to maximise the opportunities of the Town of Culture and to embed arts and cultural service at the heart of our recovery planning (new reporting lines are shown in appendix 1.1).

3.8   Social Development and Engagement Team

3.8.1 The Social Development and Engagement Team has been realigned as part of the emergency response across different corporate teams. It is proposed that these arrangements are formalised through this report, as follows:

- the relationship with and funding for the communities and VCFA as a strategic partner to deliver the Bury Strategy will be managed by the Strategic Partnerships Manager, with support from the post of Programme Support Assistant. These roles will be key to the Community Hub model and as such will operate under the direction of the proposed Director of Transformation (Communities) and, substantively, operate within the portfolio of the Assistant Director of Public Service Reform.
- the Bury Directory will be moved to the Public Health Team, who will be responsible for ensuring statutory functions continue to be discharged to meet adult and children's social care requirements and that it underpins health improvements such as social prescribing and quality of life.
  The following posts which manage the Bury Directory will move across the Public Health: The Social Development Manager NHS Band 6; The Bury Directory Development Officer (G10), Family Information Service Officer (G8) and Carers Engagement Co-ordinator (G8) and Social Development Assistant (G5). The Self Care Development Officer (G10) has also migrated to PH, an arrangement which is confirmed through these proposals.
- the Communications and Engagement team will assume responsibility for community consultation including through the One Community portal. It is proposed that the Community Engagement Manager (G13) reports to the Head of Communications and becomes the Consultation and Engagement Manager developing involvement and engagement to improve service delivery; the Armed Forces covenant and management of the Census activity. The Customer Engagement Co-ordinator (G8) will also move to the corporate consultation function and continue to be responsible for statutory and corporate consultation,
- The Neighbourhood Engagement Co-ordinators (x2) (G11) will become part of the future Community Hub model. A structure report for the Hubs will follow; in the meantime these posts will report direct to the Director of Transformation (Communities). The Neighbourhood Programmes clerical assistant will also move with the team.

3.9   Strategic Partnerships

3.9.1 It is proposed that the newly created Strategic Partnerships Team, comprising a Strategic Partnerships Manager (G17) and Co-Ordinator post (G15), is deployed into the Community Hubs team. The team remains substantively within the CIO portfolio, accountable to the Assistant Director Public Service Reform, but will be included in the short term structure for the Community Hubs for the next 12 months, which will be brought forward by the proposed Director of Transformation (Communities).

3.9.2 The proposal is made on the basis that relationships with the voluntary sector and VCFA specifically, which are a major focus for the team, will now be led by the Community Hubs - which were not in existence when the last restructure established the team. Furthermore, the SPM is taking a leading role in the 2020 Town of Culture delivery and development of a Borough Culture Strategy, which intersects well with the community engagement and social wellbeing remit of the Hub network. See structure at appendix 9.0.

3.10   Legal Services

3.10.1 As an in-house legal service, Bury Legal Services provide advice and representation to various internal and external 'client' departments and organisations. One such client is Children and Young People. This includes advice on and the conduct of court proceedings on behalf of Bury Council to enable the Council to fulfil their statutory child protection duties.

3.10.2 It was identified some time ago that consideration should be given as to how a reduction in expenditure on barrister's fees for advocacy in those proceedings could be achieved. As a result, a trial of one of the current legal team, a solicitor, acting up into the role of an in-house advocate was set up in January 2019. Instead of instructing outside counsel, the in-house advocate would cover as many contested hearings on behalf of the Council as possible. This has so far identified a saving of approximately £120,000.

3.10.3 It is now proposed that a permanent full time In-House Childcare Advocate (G15) post be established, as this will enable the Legal Department to offer a bespoke service to the Client Department with increased efficiency and cost effectiveness. The budget for this will be transferred from Children's Services to Legal Services. The current and proposed structures are appended at Appendix 10.0-10.1.

3.11   Housing Services

3.11.1 The Council is underway with a number of strategic reviews which will inform the future capacity requirements for housing services. The post of Director of Housing is also vacant and recruitment is paused pending clarity on future function, as follows:
- The conclusion of the Housing Services review will be agreed in early autumn
- The delivery model for the council's development plan is being determined
- The Housing Strategy is in final draft and will be agreed in autumn as part of wider Bury 2030 proposals

3.11.2 Leadership of housing functions is being managed temporarily across different departments according to specialism. This report confirms these interim arrangements which are:
- The Joint Chief Finance Officer is managing the development work and determination of the delivery vehicle
- Specialist supported housing needs are managed by the OCO
- The Business Growth and Infrastructure department manage the relationship with the private rented sector, currently largely with an enforcement focus through the Urban Renewal Team
- The Finance function leads on management of the Housing Revenue Account

- The Corporate Core is managing strategic housing functions through two temporary direct reports to the Deputy Chief Executive (Corporate Core):
  - the Housing Needs and Options Service, including leadership of the "No rough sleepers" priority within the emergency recovery 10 Point Plan through local and GM "A Bed Every Night" initiatives
  - the Principal Strategy Officer who is leading on the relationship and performance management with Six Town Housing.

3.11.3 The Chief Executive is personally leading on the development of the housing strategy, which will address the functions described above as well as wider issues such as affordable housing; carbon neutrality and the strategic engagement of Registered Providers as well as direct housing provision. The Principal Strategy officer will also support this work, specifically the management of the consultation exercise and development of an action plan.

3.11.4 A substantive structure will be determined through a review of all resources, when strategy is concluded.

3.12 Human Resources

3.12.1 A corporate Human Resources function was established in September 2019, to bring together all capacity and secure cost reductions of c£400 000. Under these proposals the Head of HR will report to the proposed Assistant Director of People and Transformation but will continue to be the Council's professional lead for all aspects of the policy framework and a member of the Corporate Core Management Team. The new Assistant Director will however support the ongoing service engagement plan and development of a people strategy in the context of wider strategic planning.

3.12.2 Investment is being made in the new structure including a review of all transactional processes as part of the implementation of an upgraded HR/Payroll system and a refresh of the HR policy framework to improve easy application. In support of the improved policy and process work the following structural changes are proposed:

- to amend the posts of MIS Officer (G7) and Systems Support Officer (G6) within the People Analytics Team to Systems Administrators Grade 7/8 due to the work being of the same nature. This will create three Systems Administrators.
- A post of Senior Systems Administrator (G10) will be created and ring-fenced to the 3 Systems Administrators within People Analytics Team, and the post of the successful applicant will be deleted.

3.12.4 All costs will be contained within existing service budgets through re-direction of vacancy underspends. A fuller post implementation review of the new service structure will follow once the policy and transactional review work is complete. Job descriptions and structures are appended at appendix 11.0 – 11.3.

4.0   Functions Proposed to Transfer to Finance

4.1   The Department of Corporate Core Services and Finance are two separate functions but designed to work closely together as a single "corporate Core". In this wider team context it is proposed that two functions currently managed within the DoCCS would be better aligned with services managed by the Finance service, on the basis of use of resources and functional parity.

4.2   It is proposed:

- The procurement service moves under the leadership of the new Assistant Director Finance post to ensure alignment of procurement strategy and spend with the wider financial planning and governance functions

- Responsibility for Council risk management, discharged by the Head of Risk Management, is moved to the finance service; leadership of CCG risk management will remain with the Deputy Director Governance and Assurance. Initial thinking was to integrate risk management across the two organisations as a key aspect of partnership governance however analysis undertaken as part of the Annual Governance Statement indicated that more investment was required in the Council's risk register before a partnership approach could be supported. Council risk management will therefore be led by the Director of Financial Transformation but the arrangement, including future scope for a joint risk register, will be subject to a planned review of new arrangements in February 2021.

- The Head of Risk Management will transfer on the current job description and be included in the restructure of finance services; the finance restructure process will also address arrangements for leadership of residual functions which will remain in the DoCCS including business continuity planning.

5. Funding Implications

5.1 The cost of the proposals is £595 855. When the Council's budget for 2020/21 was set it was recognised that additional capacity in some of the core services needed strengthening and to reflect this, £1m was built into the budget with a further £0.5m in 2021/22. The proposals set out in the report will be funded from his budget and therefore are budgeted for and within the expectations that were set when the 2020/21 budget was finalised and agreed by Full Council in February 2020.

Proposal	Funding Gap (inc. on costs)
Assistant Director – People and Transformation (Band D)	£102,339
Programme Manager (Band A)	£0
2 x Project Managers (SM2)	£66,726
	£66,726
People & Transformation Total:	
Strategic Performance & Intelligence Manager (G17)	£60,525
2 x Strategic Planning & Development Analyst posts (G10)	£37,421
	£37,421
Performance Total	
Press and Media Liaison Manager (re-grade) (G13)	£3,786
Digital and Media Officer (G9)	£35,506
Communications and Marketing Officer (G9)	£8,600
Communications Manager (G13)	£51,039
2 x Communications and Marketing Officer (G9)	£35,506
	£0
Communications and engagement officer (NHS band 4) (increased hours)	£0
Communications and Engagement Total:	
Operations & Emergency Response Manager (G12)	£0
Operations, Safety & Resilience Manager (G11)	£0
Safety and Resilience Assistant (G8)	£0
Emergency Response and Resilience Total:	£0
Director of Law and Democratic Services	£26,000
Principal Democratic Services Officer (G12)	£15,100
Scrutiny Team Leader (G13)	£49,204
Democratic Services Total:	£0
In-House Childcare Advocate (G15)	£0
Legal Services Total:	£0
Senior Systems Administrator (G10)	£0
HR Total:	£0
Total Costs of Proposals	£595,899

5.2 Consultation Next Steps

5.2.1 The changes proposed are made as the basis for consultation. A formal consultation meeting will be called and a period of 30 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.

5.2.2   The proposals will also be presented to the CCG Remuneration Committee for equivalent agreement and to lead consultation with CCG employed staff.

6.0   Recommendations

6.1.   The Council's Cabinet to agree the following recommendations:

- Note the progress being made in the establishment and delivery of a new corporate core and endorse the proposed leadership remit of the Corporate Core Management Team
- To approve the proposals for the establishment of a Delivery Unit including a new Assistant Director of People and Transformation
- To approve the proposal for additional posts with the Strategic Performance & Intelligence Function for the Council and OCO
- To approve the expansion of the Communications and Engagement Team across the Council and OCO
- To approve the joint accountabilities of the CCG Post of Deputy Director Governance and Assurance, which will include line management of Council teams
- To approve the next phases of the Business Support review
- To endorse the corporate management of all Health and Safety capacity
- To approve a full review of the Information Governance function across the Council and OCO
- To approve the expansion of the Assistant Director of Public Service Reform remit to include line management of the Arts and Museum, the Adult Education Service and the Strategic Community Safety Team
- To approve the new operational Community Safety Team and associated changes in name, roles and grades
- To approve the creation of the In-House Childcare Advocate post with Legal Services
- To approve the changes in Democratic Services structure, specifically the changes to the Principal Officer role and new post of Scrutiny Team leader
- To approve the changes in line management for the Social Development and Engagement Team
- To approve the proposed changes within the HR Systems Administration Team
- To note the interim leadership arrangements for housing services
- To approve the transfer of functions from the Corporate Core to Finance

---

1.   Supporting Information

New structure diagrams

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