

<b>Classification:</b> Open	<b>Decision Type:</b> Non-Key
--------------------------------	----------------------------------

<b>Report to:</b>	Cabinet	<b>Date:</b> 04 December 2024
<b>Subject:</b>	Review of The Council’s Senior Leadership Structure	
<b>Report of</b>	Leader of the Council	

**Summary**

The Council is managing a challenging financial situation, with a circa. £19.5m budget gap currently being forecast for 2025/26. Savings must be identified to mitigate this gap and one of the options which must be continually explored is back-office costs and, specifically, management efficiency. Any opportunity for efficiencies here must however be balanced against the need to ensure sufficient capability and capacity to deliver on the Council’s corporate plan objectives and drive forward LET’S Do It.

In November, Cabinet agreed to a number of voluntary exit proposals from senior managers which delivered over £200k in savings to support the organisation’s budget position. In considering that report Members asked for further assurance around organisational capacity to deliver.

This report sets out a series of proposed changes to the Council’s leadership arrangements and senior accountabilities which seek to achieve further efficiencies whilst assuring capacity and alignment to deliver. It responds to a further Chief Officer departure supported through the Council’s Voluntary Exits Policy and supports the Council’s commitment to recognising and developing internal talent.

The proposed changes seek to move the Council from a position of five substantive departments to four through the integration of place delivery activity with place development in the current Business, Growth and infrastructure Department and regulatory services with emergency response and resilience as part of the corporate core.

The proposal will deliver a total of £93,000 in recurrent savings to contribute towards reducing the Council’s budget gap.

**Recommendation(s)**

Cabinet is asked to:

1. Approve the following structural changes as a basis for Consultation with affected staff:

- A) The deletion of the post of Executive Director (Operations) upon the departure of the current postholder on 6 April 2025
  - B) The establishment of a new post of Director (Place Operations) at Chief Officer Band D (£85,962-£93,267) reporting to the Executive Director (Place) with leadership accountability for the StreetScene and Engineers, Waste and Transport and Commercial Services functions with the Heads of Service for these functions reporting directly to the new Director.
  - C) The transfer of the posts of Head of Wellness and their areas of responsibility to the leadership of the Director of Public Health in the Health and Care Department.
  - D) The transfer of the posts of Head of Facilities Management and their areas of responsibility to the leadership of the Director of Regeneration and Project Delivery within the Business, Growth and Infrastructure Department.
  - E) The redesignation of the post of Assistant Director (Operations Strategy) to Assistant Director (Public Protection & Community Safety) and transfer of this post to the Corporate Core under the direct leadership of the Executive Director (Strategy & Transformation). As well as their existing leadership accountability for Public Protection the Operations Safety & Resilience Manager and Operations & Emergency Response Managers will move to report to this post.
2. Delegate authority to the Chief Executive and Leader of the Council in consultation with the Cabinet Members for HR and Corporate Affairs, Director of People and Inclusion and Monitoring Officer to consider responses received from the consultation and produce a final version of the structure for implementation.
  3. Ask that, subject to consultation and implementation, the Monitoring Officer progresses any necessary changes to delegations within the Council's constitution.
  4. Agree that, subject to consultation and implementation of the above proposals, the Executive Director (Operations) will continue to report directly to the Chief Executive and provide specialist support to the development of proposed new operating arrangements and key corporate projects until their Departure on 6 April 2025.
  5. Agree that, subject to consultation and implementation of the above proposals, the Assistant Director (Operations) will be assimilated into the post of Director of Operations, reporting to the Executive Director (Place), to oversee the StreetScene and Engineers, Waste and Transport and Commercial Services functions as well as providing transition support to their other areas of responsibility.

6. Note the positive outcomes of the LGA Corporate Peer Challenge re-visit in October and the progress made on the Council's response to the original Peer Challenge.
7. Agree that, to take account of the proposed changes, the current Business Growth and Infrastructure Department be renamed as the Place Department to take account of the revised accountability.

### **Reasons for recommendation(s)**

To support delivery of the Corporate Plan and LET'S Do It, it is crucial that the Council has an organisational delivery model which effectively aligns resources to its priorities and support joined-up working between Departments and across the Council as a whole. In the challenging budget context, the Council must seek to take all opportunities to realise savings through the rationalisation of leadership posts by reviewing and revising portfolios whilst also ensuring sufficient capacity to deliver.

### **Alternative options considered and rejected**

Maintaining the current structural arrangements. This is not viable in the current financial context and would not present the best future delivery model for the Council.

---

### **Report Author and Contact Details:**

Name: Lynne Ridsdale  
Position: Chief Executive  
& Place Based Lead  
E-mail: [l.ridsdale@bury.gov.uk](mailto:l.ridsdale@bury.gov.uk)

Name: Sam McVaigh  
Position: Director of People and Inclusion  
Department: Corporate Core  
E-mail: [s.mcvaigh@bury.gov.uk](mailto:s.mcvaigh@bury.gov.uk)

---

## **1. Overview**

- 1.1 The Council is managing a challenging financial situation, with a circa. £19.5m budget gap currently being forecast for 2025/26. Savings must be identified to reduce this gap and enable a budget to be set, and one of the options is to continually explore ways of reducing back office costs and, specifically, management efficiency.
- 1.2 Independent analysis of senior management capacity was commissioned in 2022 as part of the council's transformation strategy. Advice at the time was that the council could go further in establishing a "6x6" organisation design (i.e. a maximum of six tiers of staff with minimum management spans of control of six direct reports and a maximum of ten). Progress has been made in aligning structures against this design, including through
  - A series of restructures in the Children and Young People's department
  - The corporate core and finance departments, which have been merged under a single Executive Director

- Recent promotion of the Council's Voluntary Exits policy, which was particularly focussed on senior managers and enabled approval of over £200K in savings at the Cabinet meeting in November 2024.

1.3 Further to the report to Cabinet in November, a severance request has been received and accepted from the Executive Director (Operations). This report sets out proposals for the restructure of the Executive Team to enable additional savings of £93,000 to be made by reducing the Council structure to four substantive, integrated Departments.

1.4 Members asked that the organisational impact of reductions in leadership capacity was kept under careful review. As such a Local Government Association Peer review was undertaken in 2023, from which a comprehensive report was published and the council responded with an action plan. A Progress Review was conducted in October 2024 to review progress against each of the recommendations, made under the following theme headings:

- Narrative and focus
- Financial planning
- management and delivery
- One Council
- Inclusive growth

The Peer Team noted significant progress against each of their recommendations made and commented that the Council had demonstrated a "sharpened focus." The LGA letter following their visit is attached at Appendix A; the comments within it may assure Members that, despite reductions in senior capacity, there is evidence of ongoing effectiveness through prioritisation and the clarity and confidence of the leadership team.

## **2. Efficiencies within the Operations Department**

2.1 The Council has now accepted severance requests from both the Executive Director and Assistant Director of Operations. In addition, the department is supported by a secondee at Director level who has led on transformation activity across the Department, principally in relation to culture and wellness, over recent years; this arrangement is due to conclude in March 2025. These departures require a fundamental review of management arrangements of operational services, to ensure that the financial imperative to reduce management costs does not result in any loss of focus on vital frontline services.

2.2 The management of operational services through a standalone department is a relatively new arrangement in Bury; historically, these services were aligned with other adult and universal services. The Council has benefited from dedicated and expert leadership since 2018, including:

- Throughout the pandemic with the provision of humanitarian aid
- The modernisation of waste services

- The establishment of a Wellness strategy and model, in partnership with Public Health, including attracting partnership funding for the health trainers; the continual expansion of the number of Green Flag parks and development of an emerging strategy for the council's leisure centres
  - Securing significant external funding including MEND funding for the art gallery; Sport England investment in the wellness model and investment in a number of 3G football pitches.
- 2.3 Cabinet is asked to extend its gratitude to the leadership team, particularly the Executive Director, for these achievements. With the benefit of this strategic bedrock and in the context of the council's significant financial challenges, the proposal is now to return to a distributed leadership model of operational services across other council departments.

### 3. Proposed changes to the Executive Team

- 3.1 The post of Executive Director (Operations) will be disestablished upon the postholder's Departure in April 2025. It is proposed, as a basis for consultation, that the present Operations departmental portfolio is distributed between relevant other departments.
- 3.2 A new post of Director (Place Operations) will be established at Chief Officer Band D (£85,962-£93,267), reporting to the Executive Director (Place) to provide senior leadership accountability for the **StreetScene and Engineers, Waste and Transport and Commercial Services** functions. This change integrates all-aspects of Place into a single portfolio, including alignment of the management of Bury Market with the wider regeneration and development of the town centre. To reflect this broader remit the current Department of Business, Growth & Infrastructure will be re-named as the Place Department.
- 3.3 To reflect the importance of wellness and culture as key determinants of health and the fact that the Wellness service is already integrated between the Operations and public health services, it is proposed that the current **Wellness** function, including sport and leisure, libraries, parks and the operation of Bury Art Museum will move to the Health and Care Department under the leadership of the Director of Public health. Leadership of the broader culture offer will be supported by the Head of Commercial Services, who will take responsibility for delivery of the current culture strategy and its development beyond 2030.
- 3.4 To improve grip and control in management of the Council's whole estate it is proposed to move the **Facilities Management** function to the Place Department, to work alongside the Land and Property team, under the leadership of the Director of Regeneration and Project Delivery.
- 3.5 The role of Assistant Director (Operations Strategy) will be redesignated as Assistant Director (Public Protection and Community Safety) and move to the

Corporate Core under the direct leadership of the Executive Director (Strategy and Transformation). As well as leadership of the **Public Protection** function, the Council's **Emergency Response and Resilience** teams will move to report through this post. The two teams have worked well together previously and formalising this through the management structure will support ongoing strengthening of leadership around anti social behaviour and operational partnership working with the Police.

3.5 Current and a proposed future senior leadership structure chart are attached at Appendix B.

#### **4. Consultation and implementation**

4.1 On the basis that only a small number of postholders are directly impacted by these changes there is a requirement for a 30 day consultation period. However, owing to the Christmas period and to ensure sufficient time for meaningful dialogue with consultees and engagement with the wider workforce, the proposal is to extend this slightly to 40 days (5 December to 13 January).

4.2 Subject to the outcome of consultation the revised structure will be implemented early in the new year. At the point of implementation, the Assistant Director (Operations) will be assimilated to the Director of Operations post to oversee the StreetScene and Engineers, Waste and Transport and Commercial Services functions, as well transition support to their other areas of responsibility which are moving under the leadership of other departments.

4.3 The Executive Director (Operations) will continue to report directly to the Chief Executive and provide specialist support to the development of proposed new operating arrangements and key corporate projects until their Departure on 6 April 2025.

---

#### **Links with the Corporate Priorities:**

These proposals seek to support the Council in ensuring it has the right structure and capacity in place to deliver against the Corporate Plan and LET'S Do It Strategy going forwards,

---

#### **Equality Impact and Considerations:**

The proposals do not affect Council policy and are delivered within the scope of the agreed organisational policy framework which has been subject to a full Equality Impact Assessment.

---

#### **Environmental Impact and Considerations:**

No negative impacts identified

---

**Assessment and Mitigation of Risk:**

<b>Risk / opportunity</b>	<b>Mitigation</b>
The proposed changes remove capacity and experience necessary to organisational delivery	The proposed departure dates and suggested structural arrangements have been designed to mitigate this risk.
Leaders have insufficient capacity to take on new responsibilities	Staff will have the opportunity to provide feedback through the consultation process. Development and support will also be considered as part of the consultation process
There is a lack of clarity around leadership of operational matters across Bury's towns	The establishment of the proposed Assistant Director (Place Operations) will provide this dedicated leadership capacity and focus.

---

**Legal Implications:**

It is proposed that consultation with staff members would commence following Cabinet approval (5<sup>th</sup> December – 13<sup>th</sup> January) consultation will be carried out in accordance with the Council's policies and procedures. Implementation will follow consideration of the consultation outcomes.

---

**Financial Implications:**

The proposals will generate a net recurrent budget saving of c£93k from 2026/27.

---

**Appendices:**

Report to Cabinet 6<sup>th</sup> November 2024: Review of the Council's Delivery Model and Voluntary Exits Approvals

---

**Background papers:**

Please include a glossary of terms, abbreviations and acronyms used in this report.

<b>Term</b>	<b>Meaning</b>
-------------	----------------

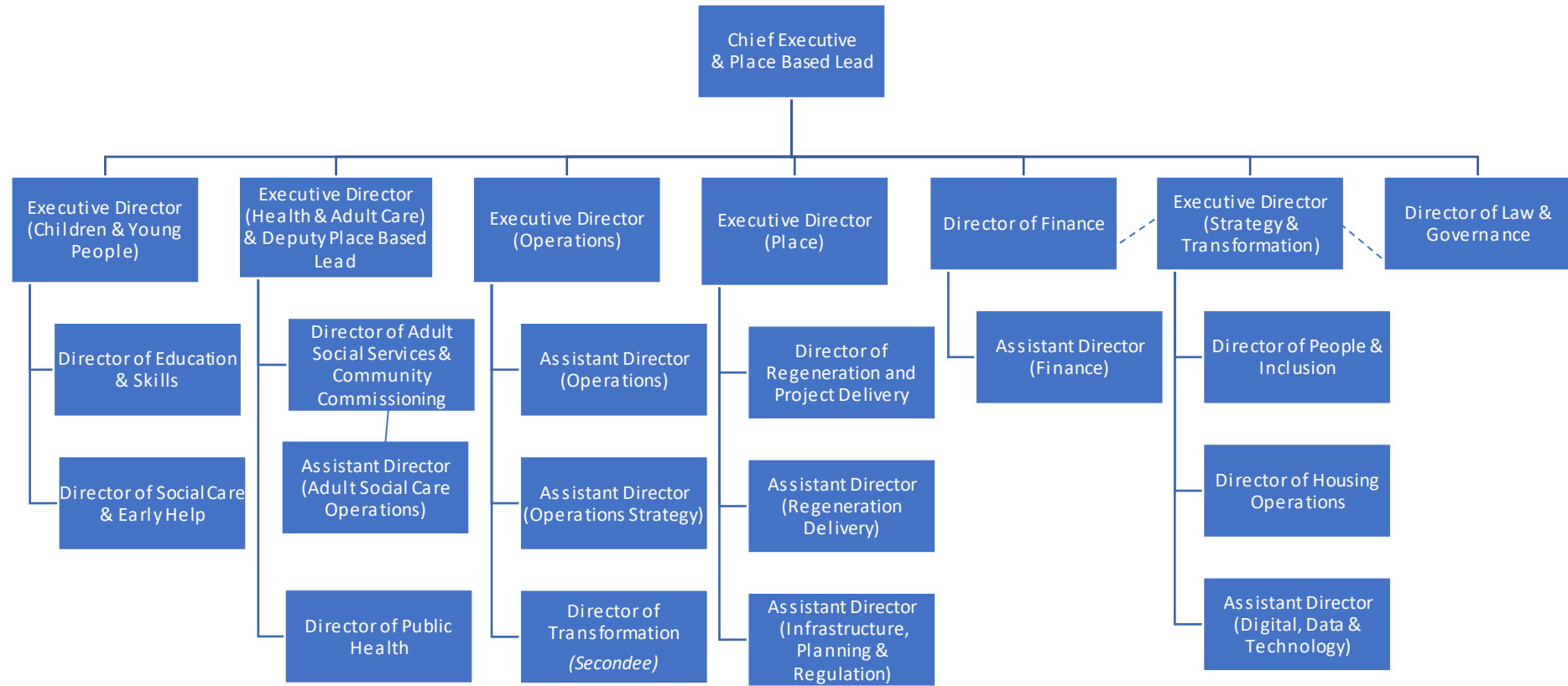
BGI	Business, Growth and Infrastructure Department
LGA	Local Government Association

**Appendix A: LGA Peer review Re-Visit Letter**



## Appendix B: Current and Proposed Senior Leadership Structures

### Current



Proposed

