

Subject:	Senior Management Restructure	Status:	For Publication
Report to:	Council	Date:	24 th February 2016
Report of:	Chief Executive	Portfolio Holder:	Resources and Performance
Key Decision:	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	Yes	Attached: Yes
Biodiversity Impact Assessment	Required:	No	Attached: No
Contact Officer:	Clare Law	Telephone:	01706 252457
Email:	clarelaw@rossendalebc.gov.uk		

1.	RECOMMENDATION(S)
1.1	Members agree the new structure as attached at Appendix B and as detailed in the report subject job evaluation.
1.2	Any changes necessary as a result of the new structure to the Council's Constitution in relation to Director and Proper Officer posts be delegated to the Monitoring Officer in consultation with the Portfolio Holder.

2. PURPOSE OF REPORT

2.1 To seek Members agreement to make changes to the Senior Management Structure.

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **Regenerating Rossendale:** This priority focuses on regeneration in its broadest sense, so it means supporting communities that get on well together, attracting sustainable investment, promoting Rossendale, as well as working as an enabler to promote the physical regeneration of Rossendale.
 - **Responsive Value for Money Services:** This priority is about the Council working collaboratively, being a provider, procurer and a commissioner of services that are efficient and that meet the needs of local people.
 - **Clean Green Rossendale:** This priority focuses on clean streets and town centres and well managed open spaces, whilst recognising that the Council has to work with communities and as a partner to deliver this ambition.

4. RISK ASSESSMENT IMPLICATIONS

- 4.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:
- Failure to review the Senior Management Structure could potentially impact on the organisational resilience, performance and service delivery.

5. BACKGROUND AND OPTIONS

5.1 The changes are intended to support a robust management team with the skills needed to enhance the focus and corporate capacity across the Council to prepare the Council for the new phase of financial constraints.

- 5.2 It is recognised that reducing costs will not be sufficient to meet the financial challenges and the proposed structure will support the development of business opportunities to generate additional income and create a more entrepreneurial and 'business-like' Council to reflect a greater emphasis on commercialisation.
- 5.3 The proposed structure requires the Senior Management Team to be effective leaders with cultural values that reflect transparency and accountability to support a positive reputation with the residents and communities of the Borough.
- 5.4 In view of the continuing reductions in public finances and challenges to balance Council's budgets, the Council's senior management roles have been reviewed to create a management team of subject experts with strong management and leadership skills to support the long term stability and growth of the Council.
- 5.5 The current Senior Management structure is set out in appendix A
- 5.6 The Director of Customer and Communities post has been vacant since January 2014 and the Director of Business (Monitoring Officer) post has been vacant since February 2015. The Monitoring Officer role has been undertaken in the interim by the Legal Services Manager.
- 5.7 Formal consultation commenced with the affected Officers and Trade Union at a Group Consultation meeting held on 27th July 2015 to discuss the proposals, this meeting was followed by further individual consultation meetings and as a regular agenda item at the Senior Managers' weekly meetings. At the Senior Management Team meeting held on 30th November 2015 the results of the consultation and final proposals that would be submitted in this report were fed back to the Officers.
- 5.8 The proposed Senior Management structure is set out in Appendix B, and includes the Chief Executive direct reports to be the Director of Business, Legal Services Manager (Monitoring Officer), Head of Finance and Property (S151 Officer) and HR Manager.
- 5.9 The Director of Business, will deputise for the Chief Executive in his absence and be responsible for the Operations, ICT, Housing, Environmental Health, Planning and Building Control, and Economic Development. In addition, the role will include the management of Health and Wellbeing initiatives and the contract management of partners, such as, the Museum and Rossendale Leisure Trust.
- 5.10 The Legal Services Manager will be the Council's Monitoring Officer, with responsibility for Legal Services, Committee and Member Services, Elections, Land Charges and Licensing.
- 5.11 The Head of Finance and Property Services will be the Council's S151 Officer, responsible for Finance, Treasury, Risk Management, Insurance, Procurement, Land, Property and Drainage Services.
- 5.12 The HR manager will be responsible for HR (Council and Leisure Trust), payroll services (Council and Leisure Trust), Health and Safety provision, Emergency Planning, Policy and Performance, Communications and Corporate Support.
- 5.14 There is an expectation that once the Senior Management Structure is in place there will be an ongoing review of the Officers' respective teams below them to ensure that benefits are realised.

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

- 6.1 Budget resources in relation to the two roles of Director of Customers & Communities and the Head of People & Policy were removed in 2014/15.
- 6.2 The cost of the proposed structure is in line with the 2016/17 budget resources, available to support the Senior Management Team, with a forecast saving of c £14k for 2016/17.

7. MONITORING OFFICER

- 7.1 All legal implications are covered within the body of the report.

8. POLICY IMPLICATIONS AND CONSULTATION CARRIED OUT

- 8.1 Full consultation has been undertaken, as detailed in the body of the report.

9. CONCLUSION

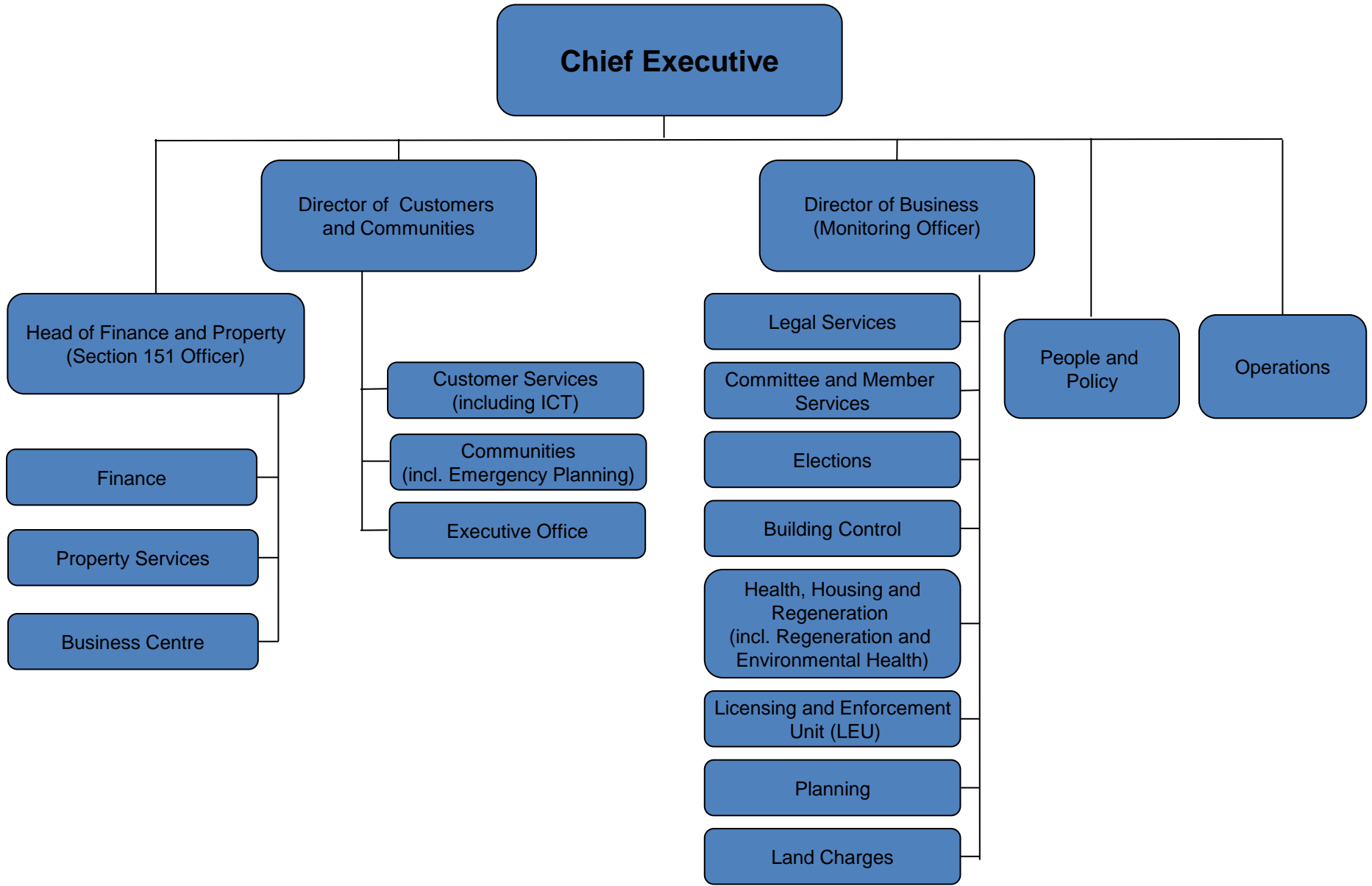
- 9.1 To maintain an up to date Senior Management Team structure with strong management and leadership skills to support the long term stability and growth of the Council.

To make changes to the Council's Constitution to reflect the changes to Chief Officers and Statutory Officers.

No background papers

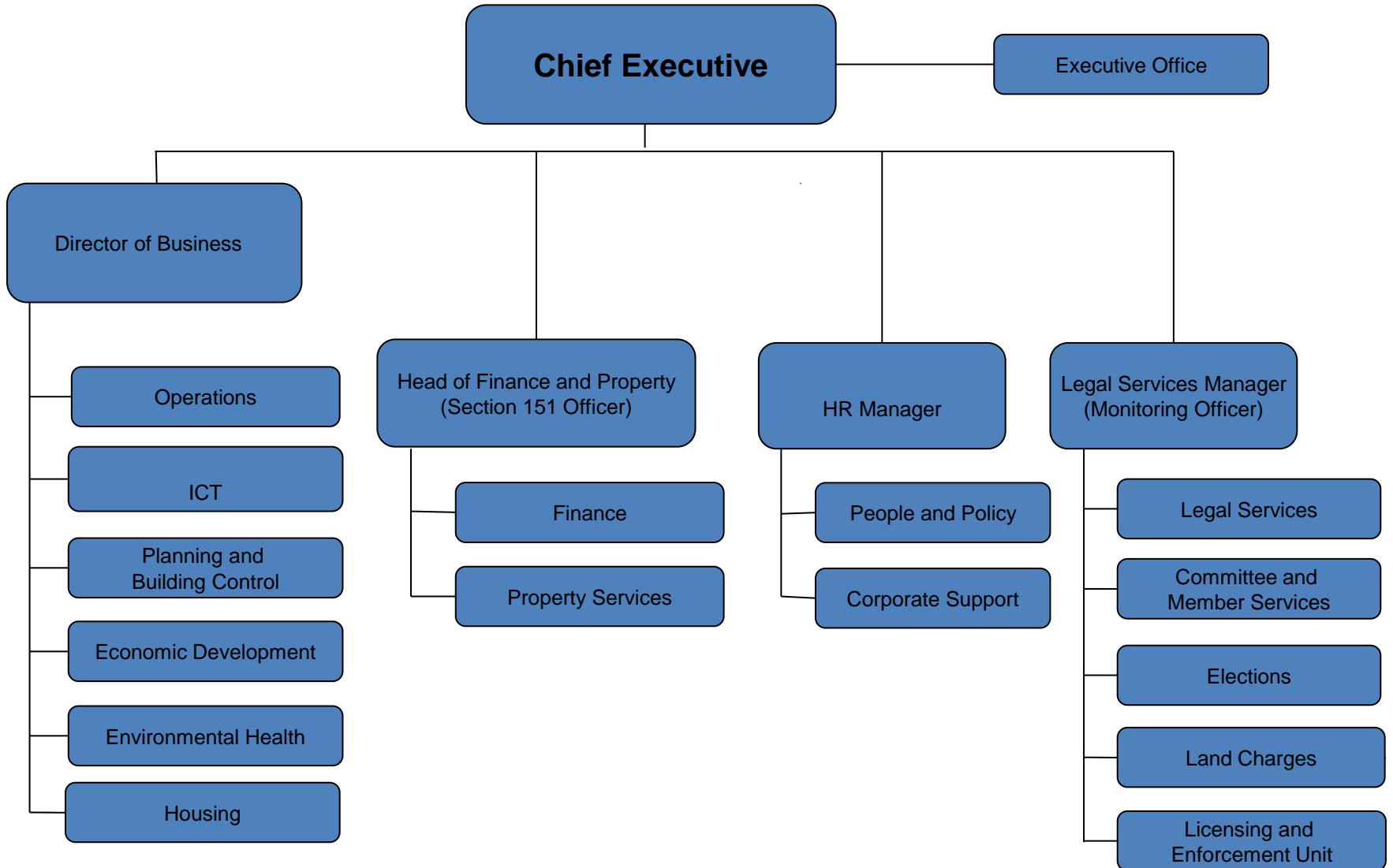
Management Structure

Appendix A



Senior Management Structure

Appendix B



INITIAL EQUALITY IMPACT ASSESSMENT

Name of Policy, Decision, Strategy, Service or Function, Other: (please indicate)	Senior Management Review	
Lead Officer Name(s) & Job Title(s) :	Clare Law, HR Manager	
Department/Service Area:	People and Policy	
Telephone & E-mail Contact:	01706 252457	
Date Assessment:	Commenced: 27 th July 2015	Completed: 30 th November 2015

We carry out Equality Impact Assessments (EIAs) to analyse the effects of our decisions, policies or practices. The EIA should be undertaken/started at the beginning of the policy development process – before any decisions are made.

1. Overview

The main aims/objectives of this policy¹ are:
To review the Senior Management Team structure, to create a management team of subject experts with strong management and leadership skills to support the long term stability and growth of the Council.

(Refer to **EIA Guidance** for details)

Is the policy or decision under review (please tick)

New/proposed

Modified/adapted ✓

Existing

INTERNAL ONLY

MANAGEMENT ACTION REQUIRED (to be completed by the relevant Head of Service following review by Management Team / Programme Board)

- Outcome of EIA agreed/approved by Management Team / Programme Board:
Yes ✓ No
- Is a full EIA required Yes No ✓
- Referred back to Assessor for amendment : N/A (date)
- Published/made publicly available on: 24th February 2016

Signed: Clare Law, HR Manager

Date: 11th February 2016

Date of Review²: N/A

[To be completed by Lead Officer]

¹ Policy refers to any policy, strategy, project, procedure, function, decision or delivery of service.

² This date will be set on an annual basis as default for review unless otherwise specified by you.

Responsible Section/Team	People & Policy	Version	1
Responsible Author	HR Manager	Due for review	N/A
Date last amended	11 th February 2016	Page 1 of 2	

2. Equality Impact

Using the table below please indicate whether the policy/strategy/decision has a positive, negative or no impact **from an equalities perspective** on any of the protected equality groups listed below. **Please also give consideration to wider equality of opportunity and community cohesion impacts within and between the groups identified. If you have identified any negative impact and mitigating actions are not sufficient, you will need to complete a Full Equality Impact Assessment.**

Equality		Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts or reasons why it will be of positive benefit or contribution)	No Impact
Age	Older people	<input type="checkbox"/>	<input type="checkbox"/>		✓
	Younger people and children	<input type="checkbox"/>	<input type="checkbox"/>		✓
Disability	Physical/learning/mental health	<input type="checkbox"/>	<input type="checkbox"/>		✓
Gender Reassignment	Transsexual people	<input type="checkbox"/>	<input type="checkbox"/>		✓
Pregnancy and Maternity		<input type="checkbox"/>	<input type="checkbox"/>		✓
Race (Ethnicity or Nationality)	Asian or Asian British people	<input type="checkbox"/>	<input type="checkbox"/>		✓
	Black or black British people	<input type="checkbox"/>	<input type="checkbox"/>		✓
	Irish people	<input type="checkbox"/>	<input type="checkbox"/>		✓
	White British	<input type="checkbox"/>	<input type="checkbox"/>		✓
	Chinese people	<input type="checkbox"/>	<input type="checkbox"/>		✓
	Gypsies & Travellers	<input type="checkbox"/>	<input type="checkbox"/>		✓
	Other minority communities not listed above (please state)	<input type="checkbox"/>	<input type="checkbox"/>		✓
Belief or Religion		<input type="checkbox"/>	<input type="checkbox"/>		✓
Sex	Women	<input type="checkbox"/>	<input type="checkbox"/>		✓
	Men	<input type="checkbox"/>	<input type="checkbox"/>		✓
Sexual Orientation	Gay men, gay women / lesbians and bisexual people	<input type="checkbox"/>	<input type="checkbox"/>		✓
Marriage and Civil Partnership (employment only)		<input type="checkbox"/>	<input type="checkbox"/>		✓
Contribution to equality of opportunity		<input type="checkbox"/>	<input type="checkbox"/>		✓
Contribution to fostering good relations between different groups (people getting on well together – valuing one another, respect and understanding)		<input type="checkbox"/>	<input type="checkbox"/>		✓
Human Rights http://intranet/site/scripts/documents_info.php?categoryID=86&documentID=251		<input type="checkbox"/>	<input type="checkbox"/>		✓

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