



# AGENDA

**NOTE: In the case of non-members, this agenda is for information only**

- Committee** - **SPECIAL JOINT MEETING OF THE GENERAL PURPOSES COMMITTEE AND OVERVIEW & SCRUTINY COMMISSION**
- Date & Time** - MONDAY, 6TH DECEMBER, 2010 AT 10.30 AM
- Venue** - NORFOLK ROOM, THE CONFERENCE SUITE, ELIZABETH HOUSE, DEREHAM

Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.

Persons attending the meeting are requested to turn off mobile phones

Members:	
General Purposes	Overview & Scrutiny Commission
Mr R.W. Duffield (Co-Chair)	Mr J. P. Cowen (Co-Chair)
Mr P.J. Duigan (Co-Vice-Chair)	Mr R. F. Goreham (Co-Vice-Chair)
Mr G.P. Balaam	Mr A. J. Byrne
Mrs J. Ball	Mr S. Chapman-Allen
Mrs M.P. Chapman-Allen	Mr K. S. Gilbert
Mrs S.M. Matthews	Mrs D. K. R. Irving
Mrs K. Millbank	Mr A. P. Joel
Mr I. Sherwood	Mr R. G. Kybird
Mrs L.S. Turner	Mr K. Martin
Mr D.R. Williams JP	Mrs S. M. Matthews
Mr S.G. Bambridge	Mr J. D. Rogers
Mr S. J. F. Rogers	Mr B. Rose

Member Services  
 Elizabeth House, Walpole Loke, Dereham Norfolk, NR19 1EE  
 Date: Thursday, 25 November 2010

**PART A - ITEMS OPEN TO THE PUBLIC**

Page(s)  
herewith

**1. APOLOGIES**

To receive apologies for absence.

**2. DECLARATION OF INTEREST**

Members are asked at this stage to declare any interests they may have in any of the following items on the agenda.

The Members' Code of Conduct requires that declarations include the nature of the interest and whether it is a personal or prejudicial interest.

**3. URGENT BUSINESS**

To note whether the Chairman proposes to accept any item as urgent business, pursuant to Section 100(B)(4)(b) of the Local Government Act 1972.

**4. LOCAL JOINT CONSULTATIVE COMMITTEE : 6 DECEMBER 2010**

A verbal update from the Special Local Joint Consultative Committee meeting held at 9.00am before this meeting will be provided.

**5. SHARED MANAGEMENT PROJECT**

Report of the Joint Chief Executive Officer.

1 - 54

**BRECKLAND COUNCIL**

**REPORT OF THE JOINT CHIEF EXECUTIVE OFFICER TO THE  
LOCAL JOINT CONSULTATIVE COMMITTEE: 6<sup>TH</sup> DECEMBER 2010, AND THE  
JOINT MEETING OF GENERAL PURPOSE COMMITTEE & OVERVIEW & SCRUTINY  
COMMISSION: 6<sup>TH</sup> DECEMBER 2010**

**SHARED MANAGEMENT PROJECT**

**1. Purpose of Report**

- 1.1 To advise members of the detail and progress of the formal consultation process on the creation of a shared management team for Breckland Council and South Holland District Council, and to set out the next steps in the process leading to a request for formal approval for the Shared management Structure by Full Council.

**2. Recommendations**

It is recommended that the Committee:

- 2.1 Approve the proposals for a shared management structure that will have been developed by the Project Team in the light of the formal consultation process ending 2<sup>nd</sup> December 2010.

**3. Information, Issues and Options**

**3.1 Background**

The Joint Chief Executive Officer for the two Councils set out a vision for a shared management structure to both Councils in July 2010. This vision included proposal for achieving significant reductions in overall management costs, and creating an environment where further savings might be achieved through the sharing of service commissioning, projects etc.

A joint project team, consisting of officers from both councils, and led by an independent interim manager, commenced the process of delivering proposals for a shared management structure in September 2010. The project teams reports to a Project Board, the membership of which includes the leaders of both Councils, two other senior members from each Council, along with the Joint Chief Executive Officer. The chairmen of the Overview and Scrutiny Commissions for both councils are also invited to attend project board meetings as observers. Directors of the two Councils also attend Project Board meetings where appropriate, with due consideration to the fact that they are also consultees in the process as potentially affected staff members.

Details of the objectives and structure of the project are included in the attached Terms of Reference for the Project Team. (Appendix A).

**3.2 Issues**

- 3.2.1 Each of the two Councils has identified the cohort of its officers that it considers to be part of its management team, and therefore within the scope of the project.

- 3.2.2 The creation of a shared management structure as a means of achieving efficiencies inevitably requires a reduction in the overall number of managers across the two authorities. This being the case, the project has included both an informal consultation process and a subsequent formal; 30 day consultation period for staff whose posts have been identified and being within the scope of the project. Potentially affected staff have been consulted upon a range of issues including the

posts within the scope of the project, the process for merging the management teams of the two councils, draft job descriptions, the organisation of services, and potential joint management structures. A copy of the consultation document issued to all staff whose posts are within the scope of the project can be found in appendix B, along with an additional structural form (appendix C) that was developed and added to the consultation process on receipt of feedback from relevant manager, and consideration by the Project Board.

- 3.2.2 On completion of the formal consultation process the Project Team will formulate draft proposals for Shared Management to the Project Board for informal approval. If approved, these will then be put to the LJCC meeting on 6<sup>th</sup> December 2010 and the joint meeting of General Purpose Committee and Overview & Scrutiny Commission 6<sup>th</sup> December 2010, with a view to proceeding to the formal meeting of the project Board on 7<sup>th</sup> December 2010, and subsequently the meetings of both Councils in mid December 2010 for final endorsement.
- 3.3.3 The report to the Councils will also include the heads of Terms for a memorandum of Agreement between the two Councils, setting out how the governance and financial arrangements for shared management will operate.
- 3.3.4 Once the shared management process is complete, if approved, the new joint management team will then be tasked with designing and leading change within their teams in order to maximise the benefits of shared working through all parts of both organisations.

#### **4. Risk and Financial Implications**

##### **4.1 Risk**

- 4.1.1 A detailed project risk register has been formulated for the project, and this sets out a range of risks and control measures which the Project Team and Project Board have attended to throughout the duration of the project.

##### **4.2 Financial**

- 4.2.1 The report to be put to the Councils of both authorities will include a full financial assessment of the shared management proposals.

#### **5. Legal Implications**

- 5.1 The report to be put to the Councils of both authorities will include a legal assessment of the shared management proposals.

#### **6. Other Implications [*Insert statement or confirm 'none' as appropriate at each sub-paragraph*]**

- a) Equalities: An equalities impact assessment of the project has been compiled, and is included as appendix D
- b) Section 17, Crime & Disorder Act 1998: None
- c) Section 40, Natural Environment & Rural Communities Act 2006: None
- d) Human Resources: The Project includes significant HR components, and thus the project team includes a suitably qualified HR practitioner.
- e) Human Rights: None

f) Other: [e.g. Children's Act 2004] None

**7. Alignment to Council Priorities**

7.1 Entrepreneurial Council – Ensure the Council manages its resources well and delivers value for money

**8. Ward/Community Affected**

8.1 None

Background Papers

None

Lead Contact Officer:

Name/Post: Roger Wilkin/Project manager

Telephone: 01362 656284

Email: roger.wilkin@breckland.gov.uk

Key Decision Status (Executive Decisions only):

[Non-Key decision and it is on the Forward Plan]

Appendices attached to this report:

Appendix A - Terms of Reference

Appendix B – Consultation Document

Appendix C - Structural Form

Appendix D - Equalities Impact Assessment

## **SHARED MANAGEMENT PROJECT - DRAFT TERMS OF REFERENCE**

### **1. PURPOSE**

*See Project Overview, Shared Management proposal and supplementary report.*

### **2. OBJECTIVES**

To design and deliver a shared management structure for South Holland District Council and Breckland Council that meets all of the requirements set out in the original project overview\*.

To ensure that the proposed structure:

- Is robust in terms of good practice in Human Resources Management
- Delivers a minimum 35% saving in overall management costs from 2011-2012.
- Enables improved service delivery and a rationalisation of commissioning/client functions
- Has a system for apportioning costs that is fair and logical, and provides on-going financial benefit to both Councils.
- Has robust mechanisms for scrutiny and governance.

### **3. KEY MILESTONES**

The project will:

- Present detailed proposals for a shared management structure and a plan for implementing this structure for approval by both Councils by 31 December 2010.
- Draft the Heads of Terms of a Memorandum of Agreement to be endorsed by both Councils by 31 December 2010.
- Have the final Memorandum of Agreement endorsed by both Councils by 31 January 2011.
- Implement the shared management structure across both Councils by 31 March 2011.

### **4. SCOPE**

This project includes all of the research, design, consultation and implementation aspects of the Shared Management structure, including HR, finance, governance arrangements, supporting systems, governance and communications.

The scope of the shared management structure includes all of the management posts and functions identified in the “*Scope of Project Document*”

1 October 2010

## 5. CONSTRAINTS

The project must be delivered within the key milestone dates set out in the Objectives section of this document.

The project will make use of innovation and technology, such as video conferencing, to substantially reduce the necessity for travel by project team members between the two Councils, thus both minimising resource and financial impacts of the project, and demonstrating the potential of new ways of working in the long term for a shared management structure.

## 6. ROLES & RESPONSIBILITIES

### Project Board

The Project Board members have the authority and responsibility to make decisions and provide commitment of resources (money, staff & equipment) to the project. The Project Board manage 'by exception' delegating the day-to-day running of the project to the Project Sponsor and the Project Manager. The membership of the project Board is as follows:

Leader and two members from SHDC  
Leader and two members from BDC  
Joint Chief Executive  
Deputy Chief Executive Breckland  
Directors Breckland (3)  
Directors South Holland (2)

### Project Sponsor (Maxine O Mahony)

The Project Sponsor provides the interface between Project Board and delivery by the Project Team. She acts as the Project boards representative in providing a single focal point of contact with the project manager for the day-to-day management of the interests of the two Councils, and will ensure that the desired project objectives are delivered.

### Project Team

The Project Team is be responsible for delivering the Project in accordance with the Project Board's direction and specification.

Project Manager	-Roger Wilkin
Project Support Officer	-Chris Brooks
Administration Lead	-Tracy Miller
Legal & Governance workstream lead	-Jim Scarsbrook
Services & Systems workstream lead	-Andrew Petcher
Finance workstream lead	-Mark Finch
HR workstream lead	-Natalie King
Communications lead	-Dominic Chessum

The Project Manager is responsible for the effective working of the Project Team, for ensuring that the project Plan and Risk Register are comprehensive and effectively utilized, and for the quality and maintenance of the procedures and systems used by the Project Team in their work.

## **7. REPORTING**

The Project Manager will report progress to the Project Sponsor on a weekly basis. Workstream leads will provide a weekly update in an agreed format to facilitate the Project Manager's weekly progress report.

The Project Sponsor will report to the Project Board at a frequency agreed with the board.

## **8. METHODS**

The Project Support Officer will develop and provide formats for the Project Plan, Risk Register, Issues Log and other relevant documents and tools.

All documentation and data will be centrally held, managed and distributed where appropriate by the Administration Lead.

Secure shared access data folders, accessible from both South Holland and Breckland premises, will be made available to all members of the Project Team. There will be a general presumption that data will be deposited within shared folders for self-service where possible rather than being distributed via email.

Importantly, we will make positive use of the learning of others in order to ensure the success of this project

## **9. EQUITY OF PROCESSES**

There will be a presumption that project processes such as staff consultation, other stakeholder communications, committee meetings etc will be carried out in parallel within both Councils as far as is reasonably practicable in order to ensure equity and fairness. The timetables for such processes must be agreed by the Project Sponsor prior to any such processes being implemented.

## **10. CONFIDENTIALITY AND DOCUMENT CONTROL**

Whilst it is accepted that information that is pertinent to the project will be shared with relevant persons within both organizations as fully as possible as soon as is appropriate, members of the Project Team and Project Board will recognise that in pursuing the carrying out of the project they will be required to produce and/or discuss material and data of a confidential and sensitive nature. Members of these forums will, therefore, show an absolute commitment to the principle of confidentiality throughout the course of this project in order to protect the interests of the project, the participating councils and all persons affected by the project.

It is recognised that some material, for instance material that is in a draft form, personal or sensitive data etc should only be released more widely when there is assurance that to do so will not compromise the success of the project, the interests of either Council or their employees.

No material or data whatsoever produced as part of the project shall be shared beyond those directly involved in the Project (i.e. the Project Team and Project Board) without the prior agreement of the Project Sponsor or, in the Project Sponsors absence, another suitable person delegated by the Chief Executive.

## **11. SUCCESS CRITERIA**

The project will be considered a success if:

- The objectives set out in (2) above are met in full, and within the milestone dates set out in (3) above.
- The project is carried out in a manner which fully reflects the principles set out in these terms of reference.

## **12. DEPENDENCIES**

This project will depend upon members of the project team treating it as their highest work priority, and in doing so making alternative arrangements as necessary to cover the duties of their substantive roles.

A commitment to successfully utilising new ways of working is also required in order to overcome the distance between the two Councils as a potential barrier to progress.

## **13. COSTS**

Other than the allocation of staff time no specific resources have been allocated to the project. It is anticipated that any requirements will be met through reshaping the expenditure of existing budgets.



**SHARED MANAGEMENT  
CONSULTATION DOCUMENT**

**2 November 2010**

## Contents

1. **Chief Executive's Foreword**
2. **Introduction**
3. **Objectives of the Shared Management Structure**
4. **Key Messages**
5. **Proposed Service Groupings**
6. **Proposed Structure**
7. **Indicative Grades and Salaries**
8. **Generic Job Descriptions and Person Specifications**
9. **Affected posts**
10. **Implementation Strategy**
11. **Timetable**
12. **Feedback Process**
13. **Advice, help and support available**

## **1. Chief Executive's Foreword**

Dear Colleagues

There is a widely held maxim that "form follows function". That is to say that the shape of the organisation should follow and be based upon its function or purpose. The two authorities are proposing to build a structure based on three core functions.

The first is commissioning. Local Authorities provide a range of services either directly to their own citizens or internally to support their own business. They range from street cleaning to HR services. These may be delivered in a number of ways, direct service provision, partnerships, in sourcing, outsourcing and so on. These services present massive opportunity for joint management leading to joint commissioning with the realisation of efficiencies.

The second is governance. Local authorities are led by elected members with special accountabilities to their communities and to government. This requires the management of elections and serving and supporting the elected executive, scrutiny, audit and licensing and granting of planning permissions. Accountability for finance and performance and engaging with the citizens has a special significance in local authorities. Governance and accountability will need to be specific to each of the two authorities but there is opportunity to share management and expertise.

The final function is place shaping. A term which is not universally liked but which none the less conveys that most important function of local government to shape the social, environmental and economic well being of its area. It does this in part through its direct influence on the services it provides and commissions, in part through its influence on others in the public, voluntary & community and private sectors and through its own investment. This is what differentiates local government from local administration. Each Council needs the ability to shape its own place sometimes through having its own unique services such as "Pride in Breckland", through its influence over the services commissioned, through capital investment and local partnerships. This function needs to be discrete to each authority but with some opportunity for shared management and expertise in economic development.

The document which follows consults upon the proposals of the two authorities to cease their current management structures and commence building a new merged management structure, or form, based upon these three functions

**Terry Huggins**  
**Joint Chief Executive**

## **2. Introduction**

As a direct result of the government's Comprehensive Spending Review and proposed reductions in grant funding, local authorities will be required to generate significant savings over the course of the next 4 years and beyond. Progressive District Councils have begun tackling this challenge through the shared commissioning and delivery of services and by reducing senior management costs.

Breckland District Council and South Holland District Council have made early progress in the appointment of our joint Chief Executive, Terry Huggins. The proposals for a shared senior management team will help both Councils achieve efficiencies, along with a number of other benefits:

- Encourage sharing of services and/or commissioning across Councils, resulting in further costs savings
- Shared strategic and policy making
- Shared partnership working
- Improve public confidence through the way that services are delivered
- Promote smarter, more effective ways of working, and reduce duplication

There are strong indicators that the sharing of senior management across Councils will be successful.

- The authorities have similar political leadership, and are enthusiastic about modernising local two tier government
- Both authorities already have a proven track record of innovation and a willingness to do things differently
- Both authorities are enthusiastic about the use of technology to promote more effective ways of working, given the distance between sites
- Common purpose and compatibility are the most critical factors in establishing shared Chief Executive and senior management working

## **3. Objectives of the Shared Management Structure**

- To make financial savings to the combined staffing cost of the existing management structures exceeding 35% plus other consequential savings
- To provide appropriate management capacity to both authorities.
- To be based upon a model where the authorities individually continue to exercise democratically accountable local government in their respective areas and have their own governance arrangements whilst sharing management of internal and external services.
- To provide opportunity and ease the transition to more joint commissioning of services and sharing of resources.
- To be capable of both contraction for example as client roles for external services are combined, and expansion for example if a third local authority wished to join, without the need to fundamentally redesign the structure.

## **4. Key messages**

1. Informal consultation will take place from 23 September 2010 to 24 October 2010 (30 calendar days).

2. Formal Consultation will take place from 2 November 2010 to 2 December 2010 (30 calendar days).
3. During consultation the Councils' strongly encourage proposals, suggestions and feedback from all Managers through the feedback process outlined below.
4. All proposals will be seriously and carefully considered, and the final structure will be announced on 4 January 2010.
5. The proposed structure and any amendments to the structure following consultation will be driven by the achievement of the objectives detailed above (N.B. the posts are being restructured, not the individuals within the affected posts).
6. The Councils are yet to make a formal decision regarding applications for voluntary redundancy/early retirement – in the meantime all efforts will be made to avoid redundancies and to redeploy staff. However if this is something you would like us to consider please raise at your 1:1.
7. The Councils will consult with trade unions prior to, and throughout the consultation and subsequent restructuring process.
8. In addition consultation will take place on an individual basis - should affected individuals wish to invite a trade union representative or another person (in accordance with the relevant Council's policy) to attend individual meetings, they are advised to contact their union officials directly to arrange this.
9. The proposals will take into account the human resources policies and procedures of both Councils as well as existing custom and practice.

**FUNCTIONAL GROUPINGS - NB : These are NOT posts**

PLACE & GOVERNANCE

COMMISSIONING

<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>▪ Business Skills &amp; Development</li> <li>▪ Economic Development</li> <li>▪ Moving Theford Forward (Breckland)</li> </ul> <p><b>Community &amp; Partnerships</b></p> <ul style="list-style-type: none"> <li>▪ Community Development</li> <li>▪ LSP</li> <li>▪ Community Safety</li> <li>▪ Community Health</li> <li>▪ Environmental Awareness</li> <li>▪ Sports Development</li> <li>▪ Arts Development</li> <li>▪ Emergency Planning</li> </ul> <p><b>Housing Landlord</b></p> <ul style="list-style-type: none"> <li>▪ Tenancy Management</li> <li>▪ HRA Property Management</li> </ul>	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>▪ Section 151 Officer/ Deputy 151 Officer</li> <li>▪ Accountancy</li> <li>▪ Exchequer</li> <li>▪ Capital &amp; Grants</li> <li>▪ Internal Control, Risk &amp; Corp. Governance</li> <li>▪ CPBS</li> </ul> <p><b>Democratic Services</b></p> <ul style="list-style-type: none"> <li>▪ Electoral Services</li> <li>▪ Committee Services</li> <li>▪ Member Development</li> <li>▪ Performance</li> <li>▪ Corporate Projects</li> <li>▪ Procurement &amp; Contracts</li> <li>▪ Risk Management</li> <li>▪ Lincolnshire Procurement</li> <li>▪ Business Improvement</li> <li>▪ Corporate Communications &amp; Consultation</li> <li>▪ Internal Communication</li> </ul>	<p><b>ICT &amp; Customer Services</b></p> <ul style="list-style-type: none"> <li>▪ ICT Project Management</li> <li>▪ ICT Facilities</li> <li>▪ CPBS</li> <li>▪ Customer Services</li> <li>▪ Customer</li> <li>▪ Customer Service Centres</li> </ul> <p><b>Revs &amp; Bens</b></p> <ul style="list-style-type: none"> <li>▪ ARP</li> <li>▪ CPBS</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>▪ Development Control</li> <li>▪ Planning &amp; Policy</li> <li>▪ Planning Enforcement</li> <li>▪ Conservation</li> <li>▪ Heritage</li> <li>▪ Trees, Countryside and Nature reserv</li> <li>▪ Land Charges</li> <li>▪ CAPITA</li> </ul> <p><b>Environmental Services</b></p> <ul style="list-style-type: none"> <li>▪ Waste Collection</li> <li>▪ Street Cleaning</li> <li>▪ Grounds Maintenance</li> <li>▪ Markets, Public Conveniences &amp; Car Parks (SHDC)</li> <li>▪ SERCO</li> </ul> <p><b>Asset &amp; Property</b></p> <ul style="list-style-type: none"> <li>▪ Facilities Management</li> <li>▪ SHC &amp; Ayscoughfee Hall Museum (SHDC))</li> <li>▪ Building Services</li> <li>▪ Commercial &amp; Industrial Property</li> <li>▪ Leisure Connection (SHDC)</li> <li>▪ Parks, Sports Fields &amp; Open Spaces</li> <li>▪ Parkwood Leisure (Breckland)</li> </ul>	<p><b>Environmental Health</b></p> <ul style="list-style-type: none"> <li>▪ Food Safety</li> <li>▪ Infectious Disease</li> <li>▪ Environmental Protection</li> <li>▪ Health &amp; Safety</li> <li>▪ Licensing</li> </ul> <p><b>Housing</b></p> <ul style="list-style-type: none"> <li>▪ Strategy &amp; Enabling</li> <li>▪ Private Sector Housing</li> <li>▪ Advice &amp; Homelessness</li> </ul> <p><b>Building Control</b></p> <ul style="list-style-type: none"> <li>▪ Building Control</li> <li>▪ CAPITA</li> </ul> <p><b>HR</b></p> <ul style="list-style-type: none"> <li>▪ Organisational Development</li> <li>▪ Payroll</li> <li>▪ Recruitment</li> <li>▪ Training &amp; Development</li> <li>▪ CPBS</li> </ul> <p><b>Legal</b></p> <ul style="list-style-type: none"> <li>▪ Legal</li> <li>▪ Monitoring Officer</li> <li>▪ LLSS</li> <li>▪ Principle Solicitor</li> <li>▪ Legal Executive</li> <li>▪ Standards</li> </ul>
--	---	---	--

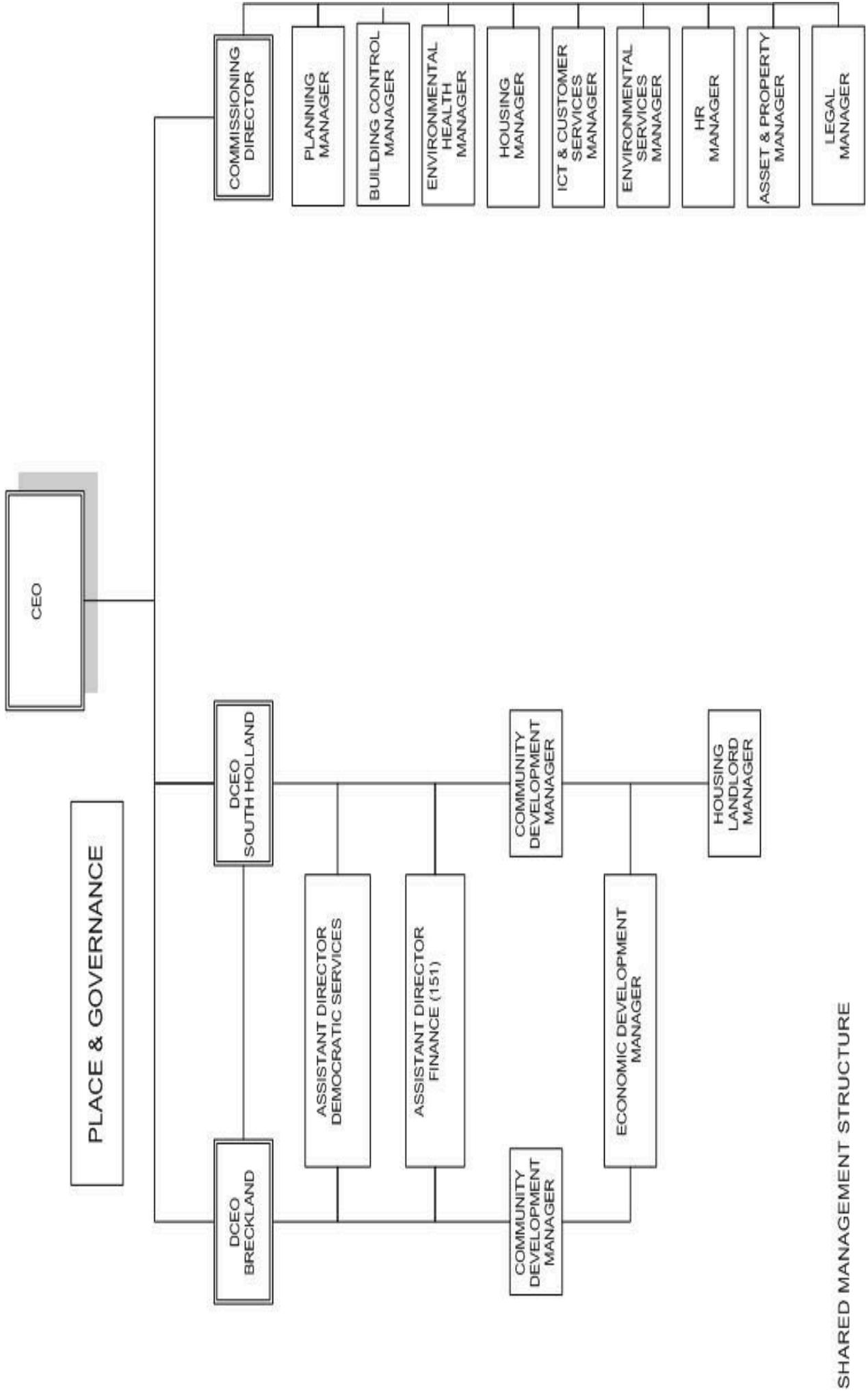
**KEY**

LSP Local Strategic Partnerships  
HRA Housing Revenue Account  
CPBS Compass Point Business Services  
LLSS Lincolnshire Legal Services  
ARP Anglia Revenues Partnerships  
SHC South Holland Centre

ARP and CPBS are partnerships through which each of the two authorities work with other local authorities to deliver some services. One is constituted as a joint committee the other as a wholly owned local authority company. These are commissioned services for which the director of commissioned services will be responsible.

ARP has a trading arm ARPT and CPBS intends to establish a trading arm. These will be discrete to each authority and the respective DCEO will be the lead for this ensuring a separation between the provider and commissioner and between the two providers.

## 6. Proposed Structure



## 7. Indicative Grades and Salaries

All gradings and salaries are subject to both Councils' job evaluation schemes, external benchmarking and approval by Full Council.

We anticipate that Deputy Chief Executive and Director posts may fall within the Breckland grade 2/3a (£66,763 – 100,879), the Assistant Director posts may fall within the Breckland grade 3b/4 (£46,115 – 66,763), and that Manager posts may fall within the Breckland grade 4/5 (£40,510 – 54,311), but this subject to job evaluation as described above.

Breckland grades have been used in the absence of a grading structure for senior management posts at South Holland.

## 8. Generic Job Descriptions and Person Specifications

Generic job descriptions and person specifications have been included to give an indication of the typical management skills and attributes each manager will be expected to have.

It is anticipated that the final job descriptions may be generic in nature although this will be influenced by the outcome of the consultation process.

See appendix 1

## 9. Affected posts

Affected posts are as follows:

No	Post	Authority	Post Holder
1	Deputy Chief Executive	Breckland	Mark Stokes
2	Director of Community Services	Breckland	Rob Walker
3	Director of Corporate Resources	Breckland	Maxine O'Mahony
4	Head of Marketing and Communications	Breckland	Rob Leigh
5	Head of Legal Services	Breckland	Mike Horn
6	Member Services Manager	Breckland	Stephen McGrath
7	Head of Asset Management	Breckland	Stephen Udberg
8	ICT Manager	Breckland	Kevin Taylor
9	Head of Economic Development	Breckland	Mark Stanton
10	Environmental Services Manager	Breckland	Sarah Bruton
11	Customer Programme Manager	Breckland	Monica Coffey
12	Policy and Performance Manager	Breckland	Stephen James
13	HR Manager	Breckland	Natalie King

14	Head of Finance	Breckland	Mark Finch
15	Assistant Director Housing and Environmental Health	Breckland	Anita Brennan
16	Planning Client Manager	Breckland	VACANT
17	Head of Sustainable Communities	Breckland	VACANT
18	Strategic Partnerships Manager	South Holland	Graham Scorthorne
19	Communications Manager	South Holland	Sharon Dabell
20	Head of Legal and Member Services	South Holland	Jim Scarsbrook
21	Head of Community & Neighbourhood Services	South Holland	Mick Dawson
22	Community Services Manager	South Holland	Nigel Payne
23	Neighbourhood Services Manager	South Holland	Glen Chapman
24	Construction Services Manager	South Holland	Darren Spillett
25	Leisure & Tourism Facilities Manager	South Holland	Philip Perry
26	Community Development Manager	South Holland	Vicky Thomson
27	Economic Development Manager	South Holland	Bruce Wakeling
28	Head of Housing & Property	South Holland	Kim Warren
29	Housing Manager	South Holland	May Read
30	Housing Strategy Manager	South Holland	James Faircliffe
31	Property Asset Manager	South Holland	Richard Scorthorne
32	Head of Planning & Development	South Holland	Steve Williams
33	Planning Manager	South Holland	Paul Jackson
34	Building Control Manager	South Holland	Phil Adams
35	Head of Partnerships, Performance & Community Dev	South Holland	David Fannin
36	Corporate Director	South Holland	Andrew Petcher
37	Corporate Director	South Holland	Sarah Naylor

## 10. Implementation strategy

- See appendix 2

## 11. Timetable

Description of Activity	Date or by when
Manager Briefings @ both Authorities	complete
Informal Consultation period begins	complete
Initial Trade Union Briefings	complete
Service Development Group Meeting (health check proposals)	ongoing
Informal Consultation period closes	complete
Informal Consultation feedback considered	2 Nov 2010
2 <sup>nd</sup> Trade Union Briefing	complete
Consultation packs to Project Board for approval	29 Oct 2010
3 <sup>rd</sup> Trade Union Briefing	By 2 Nov 2010
Formal Consultation period begins	2 Nov 2010
Consultation document given to all affected staff	2 Nov 2010
Draft JD's with indicative grades/structure chart distributed	2 Nov 2010
Individual 1:1s with affected staff	By 5 Nov 2010
Ongoing individual and team briefings	2 Nov – 2 Dec 2010
Project Board Meeting	9 Nov 2010
Consultation period closes	2 Dec 2010
Consultation feedback considered	24 Nov – 7 Dec 2010
Scrutiny Committee Cycle	Nov 2010
Joint Scrutiny Meeting	To be advised
Informal Joint Council Meeting	To be advised
Project Board Meeting	7 Dec 2010
Trade Union Briefings	10 Dec 2010
Committee Meeting Cycle (including Full Council meetings 15 Dec 2010 – South Holland, and 16 Dec 2010 – Breckland)	By 16 Dec 2010
Responses to consultation feedback	By 17 Dec 2010
Development of final job descriptions for new posts	7 - 14 Dec 2010

Job evaluation	By 14 Dec 2010
Final structure announced	4 Jan 2011
Individual 1:1s with affected staff	4 – 14 Jan 2011
Communication to wider staff group	14 Jan 2011
Posts advertised	17 – 24 Jan 2011
Slotting in/Interviews held	25 Jan – 18 Feb 2011
Appointments announced	21 Feb 2011
Redeployment / redundancy process	21 Feb onwards
Proposed implementation of new structure	1 April 2011

## 12. Feedback Process

The purpose of consultation is to give staff the opportunity to influence the decisions made regarding the restructure, through feedback, proposals and/or suggestions. This may include alternative methods of achieving the objectives highlighted in the consultation document, as well as ways of avoiding redundancy situations, reducing the number of proposed redundancies, ways of mitigating the effects of the redundancies, and ways of improving the process for implementation of the new structure.

### What are you being consulted upon?

You are invited to give feedback on any aspect of the Shared Management project. We are particularly keen to get your feedback on the following information that we have provided:

- Proposed service groupings
- Proposed structure
- Generic job descriptions giving an indication of the typical management skills and competencies each Manager/Director will be expected to have, and indicative grading
- Shared Management Implementation strategy
- Proposed timetable
- Proposed list of affected posts

### Approach

The approach of the two Councils to consultation is genuine and will be undertaken with a view to reaching agreement with employees and/or their representatives. Therefore it is expected that affected employees, employee representatives, the Project Team and the Project Board will work together to try to find common solutions.

Consultation of the new management structure begins with a proposed structure, but the Project Board and Project Team will not make any decisions regarding the final structure, and regarding redundancy situations until employees and employee representatives have had the opportunity to influence the outcome through consultation.

### Service Development Group

A small group of volunteer managers from both Councils has been enlisted to assist in the Project Team in ensuring that proposals for shared management can deliver services effectively and efficiently. Group members will positively represent the views of managers and other staff from both authorities on the

service and organisational efficiency aspects of shared management proposals, and will use their knowledge and expertise to *health check* the proposals against the key project objectives.

Group membership is as follows:

Anita Brennan	Breckland	<a href="mailto:anita.brennan@breckland.gov.uk">anita.brennan@breckland.gov.uk</a>
Kevin J Taylor	Breckland	<a href="mailto:kevin.taylor2@breckland.gov.uk">kevin.taylor2@breckland.gov.uk</a>
May Read	South Holland	<a href="mailto:mread@sholland.gov.uk">mread@sholland.gov.uk</a>
Michael Dawson	South Holland	<a href="mailto:mdawson@sholland.gov.uk">mdawson@sholland.gov.uk</a>
Monica Coffey	Breckland	<a href="mailto:monica.coffey@breckland.gov.uk">monica.coffey@breckland.gov.uk</a>
Phil Perry	South Holland	<a href="mailto:pperry@sholland.gov.uk">pperry@sholland.gov.uk</a>
Sarah Bruton	Breckland	<a href="mailto:sarah.bruton@breckland.gov.uk">sarah.bruton@breckland.gov.uk</a>
Vicky Thomson	South Holland	<a href="mailto:vthomson@sholland.gov.uk">vthomson@sholland.gov.uk</a>

Members of the group have been asked to liaise with their colleagues to ensure that a range of views and ideas concerning the service aspects of the shared management proposals are represented, and to give appropriate feedback on the nature of the discussions during group meetings.

If you have any thoughts about how services can be delivered most effectively through Shared Management, please contact one of the group members, or alternatively contact Andrew Petcher ([apetcher@sholland.gov.uk](mailto:apetcher@sholland.gov.uk)) or Roger Wilkin ([roger.wilkin@breckland.gov.uk](mailto:roger.wilkin@breckland.gov.uk)).

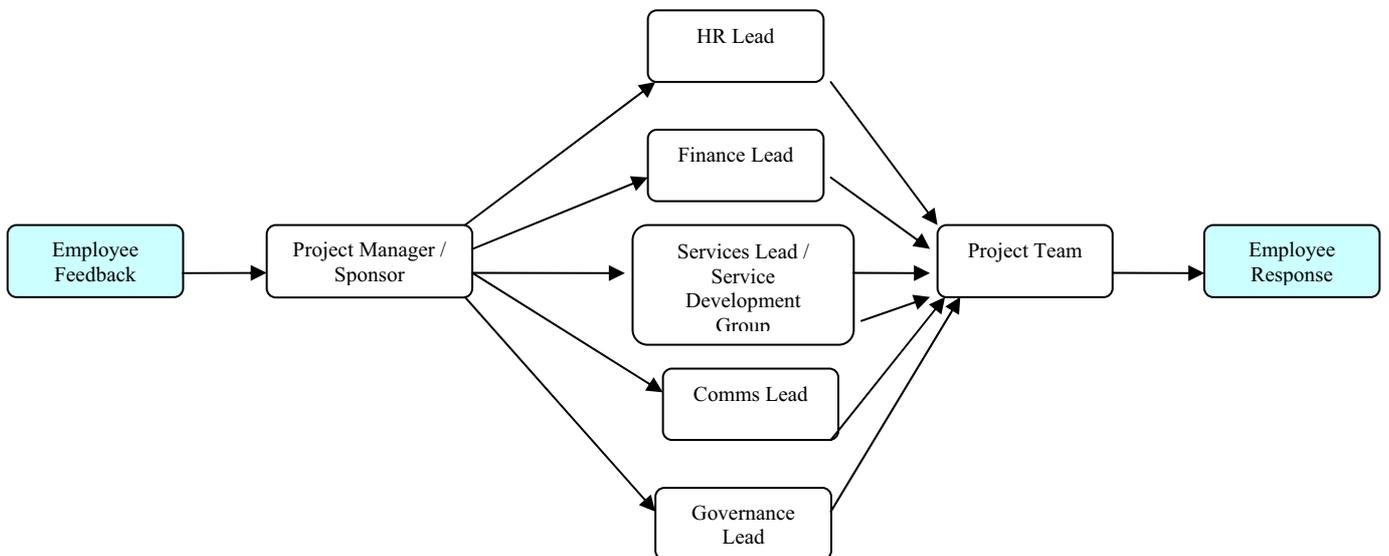
*NB. This group will not discuss the HR aspects of the project. Any such discussions will take place separately and in accordance with the agreed consultation arrangements of both Councils.*

Intranet

Intranet sites for the Shared Management project have gone live at South Holland and Breckland. These sites will contain all documentation on the project, Q & A's, information on the team and a link to the feedback address [brecklandfeedback@sholland.gov.uk](mailto:brecklandfeedback@sholland.gov.uk) or [sharedmanagement@breckland.gov.uk](mailto:sharedmanagement@breckland.gov.uk)

Feedback

Once received your feedback will be sent to Maxine O'Mahony who is the Project Sponsor, and/or to Roger Wilkin, the Project Manager. Where possible, the Project Team will aim to respond to questions within three working days. If the response requires more time it will be discussed at the weekly Project team meeting and the answer will be provided after that. You will be kept informed throughout the process.



It would help the process if you were able to provide your feedback as soon as possible in order to enable the project team to spend as much time as possible considering responses. However all responses received within the timescale will be treated equally.

#### End of consultation

At the end of the consultation period all feedback will be carefully considered by the Project Team. Where applicable adjustments will be made and approval sought from the Project Board. The Project Team will endeavour to respond directly to individuals where feedback has been received, and where this is not possible collective responses will be posted onto the Council's intranet sites.

### **13. Advice, help and support available**

The Councils recognise that the prospect of fundamental change can be unsettling for staff. Therefore the Councils are committed to providing advice, help and support wherever possible, particularly to those who are directly affected by the restructure.

This section details the proposed support services for affected employees, and in addition staff are encouraged to review their individual Council's redundancy and/or redeployment policies for further information.

#### Staff Support

Each member of staff affected by the new structure will have access to a range of support services, likely to include:

- Telephone and face to face counselling
- Telephone legal advice
- Health and Wellbeing advice/support
- Information on relevant topics, e.g. Coping with Redundancy

The Human Resources teams for both Councils are able to offer advice and/or training on the following:

- Searching for suitable vacancies
- Preparing a CV
- Completion of a job application form
- Interview techniques
- Benefit entitlement

#### Project Team Contact Information

Project Sponsor (Maxine O'Mahony)	<a href="mailto:maxine.omahony@breckland.gov.uk">maxine.omahony@breckland.gov.uk</a>	01362 656209
Project Manager (Roger Wilkin)	<a href="mailto:roger.wilkin@breckland.gov.uk">roger.wilkin@breckland.gov.uk</a>	01362 656284
Project Support (Chris Brooks)	<a href="mailto:chris.brooks@breckland.gov.uk">chris.brooks@breckland.gov.uk</a>	01362 656306
Admin Lead (Tracy Miller)	<a href="mailto:tracy.miller@breckland.gov.uk">tracy.miller@breckland.gov.uk</a>	01362 656840
Finance lead (Mark Finch)	<a href="mailto:mark.finch@breckland.gov.uk">mark.finch@breckland.gov.uk</a>	01362 656845
HR lead (Natalie King)	<a href="mailto:natalie.king@breckland.gov.uk">natalie.king@breckland.gov.uk</a>	01362 656236
Legal & Governance lead (Jim Scarsbrook)	<a href="mailto:jscarsbrook@sholland.gov.uk">jscarsbrook@sholland.gov.uk</a>	01775 764538
Services lead (Andrew Petcher)	<a href="mailto:apetcher@sholland.gov.uk">apetcher@sholland.gov.uk</a>	01775 764412

Comms lead BDC (Dominic Chessum)	<a href="mailto:dominic.chessum@breckland.gov.uk">dominic.chessum@breckland.gov.uk</a>	01362 656807
Comms lead SHDC (Sharon Dabell)	<a href="mailto:sdabell@sholland.gov.uk">sdabell@sholland.gov.uk</a>	01775 764685

Trade Union Contact Information

Sandra Owen	Breckland	<a href="mailto:sandra.owen@breckland.gov.uk">sandra.owen@breckland.gov.uk</a>	01362 656283
Shendy Farman	Breckland	<a href="mailto:shendy.farman@breckland.gov.uk">shendy.farman@breckland.gov.uk</a>	01362 656217
Amanda Taylor	South Holland	<a href="mailto:amandataylor@sholland.gov.uk">amandataylor@sholland.gov.uk</a>	01775 764837
Emily Holmes	South Holland	<a href="mailto:eholmes@sholland.gov.uk">eholmes@sholland.gov.uk</a>	01775 764469

## **APPENDIX 1**

### **DRAFT JOB DESCRIPTION MANAGER (generic)**

<b>POST TITLE &amp; NO:</b>	Manager (tba)
<b>DATE ISSUED:</b>	November 2010
<b>GRADE:</b>	Subject to job evaluation, external benchmarking and approval by Full Council at both authorities
<b>SERVICE/FUNCTION:</b>	tba
<b>PORTFOLIO:</b>	tba
<b>RESPONSIBLE TO:</b>	Deputy CEO/Director
<b>RESPONSIBLE FOR:</b>	Breckland and South Holland (Service) Team
<b>JOB PURPOSE:</b>	Responsible and accountable for the effective and efficient management and delivery of (Service) to the residents/staff of Breckland District Council and South Holland District Council, in accordance with each Council's priorities, strategies and policies.
<b>LIAISON WITH:</b>	Corporate Management Team (Chief Executive, Deputy Chief Executive and Directors), Managers and Staff at Breckland District Council and South Holland District Council, External Agencies and Councillors.

#### **KEY COMPETENCIES**

- Organisational Awareness
- Effective Communication
- Customer Focus
- Team Work
- Continuous Improvement and Quality
- Supporting and Developing Staff
- Leading and Managing Change

#### **KEY TASKS:**

1. To assist the Corporate Management Team and represent the Council accordingly as directed.
2. To ensure that the Council fulfils all statutory requirements and that elected members are provided with guidance and options to enable them to determine ambition, priorities and required outcomes.
3. To lead change internally and through partnerships. Ensure effective and constructive relationships with other teams in the Councils, external agencies, partner organisations and

customers. To encourage and champion partnership working through the merged service programme and other shared services initiatives.

4. Provide positive and effective leadership to staff in the Service.
5. To invest in the development and performance management of all staff in the Service.
6. To ensure integration of service priorities with the corporate plans, performance management systems and budgets of both Councils.
7. Contribute to, and where required, manage and lead the delivery of corporate projects.
8. Contribute positively and collaboratively to the work of the joint Senior Management Team.
9. Develop and maintain clear mechanisms for obtaining performance feedback from customers of the Service.

#### **CORPORATE TASKS (Applicable for all Council Employees)**

10. **Write reports for members, Corporate Management Team and partner working groups to consider on issues relating to the services function.**
11. **Contribute to the performance of the Service through business planning mechanisms, performance review and team meeting processes.**
12. **Support the Corporate Director in making sure the Service offers a customer focused service and strives to be innovative in its search for continuous improvement.**
13. **Contribute to and help promote positive communication across the organisation, constructive relationships and effective staff feedback methods.**
14. **Attend meetings as required (you will need to be flexible in working hours).**
15. **Comply with the Council's Constitution and policies.**
16. **Perform any other relevant activities decided by the Corporate Director**

The key tasks are intended to serve as an indication of the character and general level of the post. They are not in order of priority and you should not consider them as absolutely final or exclusive. The list may be changed depending on the operational circumstances of the District Councils.

**As an employee of Breckland Council or South Holland Council you must comply with the Health & Safety policy and attend the compulsory Health & Safety training as and when requested.**

**You will be required to undertake any necessary training to enable you to perform your duties effectively.**

**You will be required to follow the Breckland and South Holland Equality Scheme to ensure that services are delivered in a manner which is fair for all sectors of the community.**

**You will be required to make yourself aware of, and work within, the Data Protection Policy.**

**DRAFT PERSON SPECIFICATION**

**POST TITLE & NO: MANAGER**

**DATE ISSUED: November 2010**

<b>Attributes</b>	<b>Essential Qualities</b>	<b>Desirable Qualities</b>
1. Education & Training	<ul style="list-style-type: none"> <li>a. A relevant degree or equivalent experience</li> <li><b>or</b></li> <li>b. Evidence of training in management</li> </ul>	<ul style="list-style-type: none"> <li>a. Membership of a relevant professional body</li> <li>b. A formal management qualification</li> </ul>
2. Experience	<ul style="list-style-type: none"> <li>a. Experience of managing a Local Authority service function</li> <li>b. Relevant post-graduate experience including managerial responsibility in a related field</li> <li>c. Relevant experience in the financial management of operational and project budgets</li> <li>d. Experience and knowledge of the legal, statutory and corporate framework relating to local government</li> <li>e. Evidence of managing strategic changes and major projects</li> <li>f. Track record of delivering improvements against performance targets.</li> <li>g. Evidence of developing and managing effective customer driven services and working in complex stakeholder environments</li> </ul>	<ul style="list-style-type: none"> <li>a. Management experience at a strategic as well as an operational level</li> <li>b. Experience of working with elected members and of recognising and dealing with politically sensitive issues</li> <li>c. Experience of operating within a performance management system</li> <li>d. Experience of working in partnership and in multidisciplinary teams</li> </ul>
3. Knowledge	<ul style="list-style-type: none"> <li>a. A sound knowledge of the local government sector and awareness of the Government's agenda for modernising local government.</li> <li>b. Knowledge of national and regional policies and strategies as they effect economic and community development.</li> </ul>	

4. Skills & Abilities	<ul style="list-style-type: none"> <li>a. Excellent written and verbal communication skills</li> <li>b. The ability to think strategically, and manage self and work under pressure and to deadlines</li> <li>c. The ability to lead and motivate</li> <li>d. Committed to continuous improvement and quality</li> <li>e. Ability to delegate effectively and empower staff</li> <li>f. Committed to equal opportunities</li> <li>g. Ability to convey clear and inspiring messages</li> </ul>	
5. Attitude	<ul style="list-style-type: none"> <li>a. Motivated to deliver excellent customer service</li> <li>b. Approachable and professional manner</li> <li>c. Actively looks for opportunities to improve and develop the way that the service is delivered at the Councils</li> <li>d. Willingness to take responsibility for professional development</li> </ul>	
6. Other attributes	<ul style="list-style-type: none"> <li>a. Full UK driving licence</li> </ul>	

## JOB DESCRIPTION ASSISTANT DIRECTOR (generic)

- POST TITLE & NO:** tba
- DATE ISSUED:** November 2010
- GRADE:** Subject to job evaluation, external benchmarking and approval by Full Council at both authorities
- SERVICE/FUNCTION:** tba
- PORTFOLIO:** tba
- RESPONSIBLE TO:** Deputy Chief Executives (South Holland & Breckland)
- RESPONSIBLE FOR:** ***(Assistant Director Democratic Services only)***  
Member Services, Performance, Procurement & Contracts, Business Improvement, Marketing & Communications for both Breckland and South Holland
- (Assistant Director Finance only)***  
Financial Services for both Breckland and South Holland
- JOB PURPOSE:** Responsible and accountable for the effective and efficient management and delivery of relevant services and functions to the residents/staff of Breckland District Council and South Holland District Council, in accordance with each Council's priorities, strategies and policies.
- (Assistant Director Finance only)***  
To be the proper officer pursuant to Section 151 of the Local Government Act 1972 and to be responsible for the finances of the Council.
- Responsible for the efficient management of corporate finances, ensuring the Council complies with statutory accounting standards, and the production of a legal and sustainable budget. Responsible for the production of alternative financial strategies to ensure a sustainable budget over the medium term.
- Management of the Financial Services functions and activities for both Councils and their proper performance
- Provides high level strategic and professional financial advice and information to the Executive Members and senior managers of both Council.

***(Assistant Director Democratic Services only)***

To be the Monitoring Officer officer pursuant to the Local Government and Housing Act 1989.

To be responsible and accountable for the effective and efficient management and delivery of relevant services to the residents/staff of Breckland District Council and South Holland District Council, in accordance with each Council's priorities, strategies and policies.

**LIAISON WITH:** Corporate Management Team, Managers and Staff at Breckland District Council and South Holland District Council, External Agencies and Councillors.

**KEY COMPETENCIES**

- Organisational Awareness
- Effective Communication
- Customer Focus
- Team Work
- Continuous Improvement and Quality
- Supporting and Developing Staff
- Leading and Managing Change

**KEY TASKS:**

17. To effectively fulfil the role of Section 151 Officer (*AD – Finance*)/ Monitoring Officer (*AD – Democracy*) for both Councils in accordance with relevant legislation.
18. To assist the Corporate Management Team and represent the Council accordingly as directed.
19. To ensure that the Council fulfils all statutory requirements and that elected members are provided with guidance and options to enable them to determine ambition, priorities and required outcomes.
20. To lead change internally and through partnerships. Ensure effective and constructive relationships with other teams in the Councils, external agencies, partner organisations and customers. To encourage and champion partnership working through the merged service programme and other shared services initiatives.
21. Provide positive and effective leadership to staff in the delivery of relevant services and functions.
22. To invest in the development and performance management of all staff in the Service.
23. To ensure integration of service priorities with the corporate plans, performance management systems and budgets of both Councils.

24. Contribute to, and where required, manage and lead the delivery of corporate projects.
25. Contribute positively and collaboratively to the work of the joint Senior Management Team.
26. Develop and maintain clear mechanisms for obtaining performance feedback from customers of the Service.

**CORPORATE TASKS (Applicable for all Council Employees)**

27. **Write reports for members, Corporate Management Team and partner working groups to consider on issues relating to the Economic Development function.**
28. **Contribute to the performance of the Service through business planning mechanisms, performance review and team meeting processes.**
29. **Support the Corporate Director in making sure the Service offers a customer focused service and strives to be innovative in its search for continuous improvement.**
30. **Contribute to and help promote positive communication across the organisation, constructive relationships and effective staff feedback methods.**
31. **Attend meetings as required (you will need to be flexible in working hours).**
32. **Comply with the Council's Constitution and policies.**
33. **Perform any other relevant activities decided by the Corporate Director**

The key tasks are intended to serve as an indication of the character and general level of the post. They are not in order of priority and you should not consider them as absolutely final or exclusive. The list may be changed depending on the operational circumstances of the District Councils.

**As an employee of Breckland Council or South Holland Council you must comply with the Health & Safety policy and attend the compulsory Health & Safety training as and when requested.**

**You will be required to undertake any necessary training to enable you to perform your duties effectively.**

**You will be required to follow the Breckland and South Holland Equality Scheme to ensure that services are delivered in a manner which is fair for all sectors of the community.**

**You will be required to make yourself aware of, and work within, the Data Protection Policy.**

# PERSON SPECIFICATION ASSISTANT DIRECTOR

POST TITLE & NO:

DATE ISSUED: November 2010

Attributes	Essential Qualities	Desirable Qualities
1. Education & Training	<ul style="list-style-type: none"> <li>a. Membership of a CCAB institute (e.g. CIPFA) for at least five years. (AD Finance only)</li> <li>b. A relevant degree or equivalent experience</li> <li><b>or</b></li> <li>c. Evidence of training in management</li> </ul>	<ul style="list-style-type: none"> <li>a. Membership of a relevant professional body</li> <li>b. A formal management qualification</li> <li>c. Evidence of CIPFA CPD (AD Finance only)</li> </ul>
2. Experience	<ul style="list-style-type: none"> <li>h. Substantial post qualification experience at a senior management level within an accountancy environment (AD Finance only)</li> <li>i. Experience of managing a Local Authority service function</li> <li>j. Relevant post-graduate experience including managerial responsibility in a related field</li> <li>k. Relevant experience in the financial management of operational and project budgets</li> <li>l. Experience and knowledge of the legal, statutory and corporate framework relating to local government</li> <li>m. Evidence of managing strategic changes and major projects</li> <li>n. Track record of delivering improvements against performance targets.</li> <li>o. Evidence of developing and managing effective customer driven services and working in complex stakeholder environments</li> </ul>	<ul style="list-style-type: none"> <li>a. Management experience at a strategic as well as an operational level</li> <li>b. Experience of working with elected members and of recognising and dealing with politically sensitive issues</li> <li>c. Experience of operating within a performance management system</li> <li>d. Experience of working in partnership and in multidisciplinary teams</li> </ul>
3. Knowledge	<ul style="list-style-type: none"> <li>c. A sound knowledge of the local government sector and awareness of the Government's agenda for</li> </ul>	

	<p>modernising local government.</p> <p>d. Knowledge of national and regional policies and strategies as they effect economic and community development.</p> <p>e. Substantial knowledge of Local Government financial regulations, CIPFA Accounting Code of Practice, and other Local Government legislation and practice outside of finance. (AD Finance only)</p>	
4. Skills & Abilities	<p>h. Ability to exercise sound judgment on key issues affecting either or both Councils, and to effectively communicate such judgement to elected members and senior managers in order to ensure that the best interests of the Councils are served within the relevant regulatory framework.</p> <p>i. Excellent written and verbal communication skills</p> <p>j. The ability to think strategically, and manage self and work under pressure and to deadlines</p> <p>k. The ability to lead and motivate</p> <p>l. Committed to continuous improvement and quality</p> <p>m. Ability to delegate effectively and empower staff</p> <p>n. Committed to equal opportunities</p> <p><b>o. Ability to convey clear and inspiring messages</b></p>	
5. Attitude	<p><b>e. Motivated to deliver excellent customer service</b></p> <p><b>f. Approachable and professional manner</b></p> <p><b>g. Actively looks for opportunities to improve and develop the way that the service is delivered at the Councils</b></p> <p><b>h. Willingness to take responsibility for professional development</b></p>	
6. Other attributes	<p>a. Full UK driving licence</p>	

## **DRAFT JOB DESCRIPTION – DEPUTY CHIEF EXECUTIVE/DIRECTOR (generic)**

<b>POST TITLE &amp; NO:</b>	Deputy Chief Exec / Director
<b>DATE ISSUED:</b>	November 2010
<b>GRADE:</b>	Subject to job evaluation, external benchmarking and approval by Full Council at both authorities
<b>SERVICE/FUNCTION:</b>	tba
<b>PORTFOLIO:</b>	tba
<b>RESPONSIBLE TO:</b>	Chief Executive / Deputy Chief Exec (Director of Governance only)
<b>RESPONSIBLE FOR:</b>	Breckland and South Holland (Service) Team
<b>JOB PURPOSE:</b>	<p>Responsible and accountable for leading a team of managers in the effective and efficient delivery of a range of Services to the residents/staff of Breckland District Council and South Holland District Council, in accordance with each Council's priorities, strategies and policies. To be a member of the senior management team for the two Councils and to contribute to the overall strategic direction and implementation of the Shared Management service. To work closely with the elected members and partners of both Councils.</p> <p><b>(Deputy Chief Executive only)</b> <i>As part of the Shared Management structure the job purpose of the Deputy Chief Executive is to be the "client manager" for one of the two councils. Specifically to be the lead for those services that influence and shape the area governed by that council, to ensure via the shared Director of Governance that the council is soundly run and to liaise with the Director of Commissioning on service delivery issues. The DCEO will work closely with the elected members and partners to the 'Client Council'. The DCEO will deputise for the CEO as and when required and assume necessary delegated authority to enable this.</i></p>
<b>LIAISON WITH:</b>	All Members and Officers of the Councils, the shared Corporate Management Team, Managers, external partners, local town and parish councils, and statutory agencies.

### **KEY COMPETENCIES**

- Organisational Awareness
- Effective Communication
- Customer Focus
- Team Work

- Continuous Improvement and Quality
- Supporting and Developing Staff
- Leading and Managing Change

## **KEY TASKS:**

- To support the Joint Chief Executive and the Council in formulating and delivering the Councils' strategic policy agenda for fulfilling its community leadership role.
- To provide the leadership and vision necessary to co-ordinate the activities of the Place group of services (as defined in the attached appendix) and to motivate staff to deliver high levels of performance and to develop their full potential.
- To lead on the Council's role as an enabler, and drive the development and maintenance of a strong and sustainable network of community partners in delivering excellent outcomes to residents and visitors.
- To effectively liaise with other senior managers to ensure the commissioning and delivery of integrated, accessible, high quality services to local communities, and to bring about continuous improvement year on year.
- To act as champion and lead on the shaping of the district as a local Place.
- To work in partnership with Elected Members and a variety of stakeholders and partners within the Council area to secure joined up working and to promote sustainable community development.
- To act as an 'ambassador' for and to promote the Council locally, regionally and nationally.
- To ensure the Council meets its statutory obligations through all of its services and activities and that the highest standards of governance, probity and good conduct are maintained at all times.

## **Key Accountabilities**

### **Strategic Management**

- To make an active and positive contribution to the Councils' strategic plans and policies, as well as to the process of implementing cultural change and organisational development.
- To act as a programme sponsor for corporate projects and strategies, including programmes for major organisational and cultural change.
- To exert influence and leadership upon key partners in service delivery and community development.
- To facilitate the creation of a common purpose across the organisation, by team working as a member of the Joint Corporate Management team.
- To take collective and strategic responsibility for ensuring that the Councils' decisions and policies are implemented, to time, to a high standard and within agreed budgets.
- To seek innovative and creative solutions to meeting the strategic priorities and objectives, and delivering continuous improvement within finite resources.
- To promote equality of opportunity and access in service delivery and in the employment of staff.
- To communicate the Council's vision, priorities, objectives, and processes effectively, both internally to staff and externally to partners, agencies and the public.
- Lead by example by promoting and acting consistently at all times with the Council's values.

### **Service, Quality and Performance Management**

- To ensure through effective liaison with Senior Management colleagues that services are planned and delivered in full compliance with the Council's policies and standards.
- To ensure the formulation, implementation, monitoring and evaluation of Statutory and non-Statutory service plans and business plans for each of the service areas in your Directorate, identifying, analyzing and responding to changing trends, patterns of demand and performance issues, as required.
- To put in place effective arrangements for agreeing personal targets for all staff , and for regularly appraising and reporting on their performance consistent with the Council's policies.
- Ensure high standards of performance of all staff and acknowledge good performance and tackle poor performance positively and effectively.
- To be accountable for personal performance, through meeting agreed personal targets and through undertaking planned programmes of professional development.
- To be accountable for ensuring compliance with the highest standards of Health and Safety.

### **Resource Management**

- To positively contribute to and lead the Council's efficiency and value for money agenda.
- To regularly review and evaluate resource requirements of the Council in terms of both maintaining essential service delivery and proactively bringing about improvement and development.
- To ensure the efficient, and imaginative, management of all resources (staff, finance, property and information), in support of the Council's agreed targets for service delivery, improvement and efficiency.
- To demonstrate an entrepreneurial approach to identifying and pursuing as appropriate, all additional sources of funding or other resources, which could be used to augment those provided by the Council, ensuring that any special accounting or evaluation requirements involved are complied with and that such resources are integrated fully into the Council's processes.
- To work closely with other agencies and partners to improve the impact of the way in which budgets are spent and resources are allocated.

### **Partnership Working and Communication**

- To develop and maintain the wider networks and partnerships the Council needs to deliver its Community leadership role and to enhance services to its local communities.
- To actively foster and develop positive relationships with all local agencies and partners, including the voluntary sector and local business, as well as with other statutory bodies at regional and national levels.
- To develop and implement effective arrangements for formal consultation, with local agencies and partners and with the public, on service planning and delivery issues and for ensuring that comments received feed into policy and decision making, as appropriate.
- To contribute to the Council's Corporate Communication strategies, which include maintaining positive relationships with the media, dealing with and responding to enquiries and taking advantage of public relations and media opportunities as appropriate.
- As a member of Joint Corporate Management Team to act as the Council's duty executive as part of an on call rota.

## **CORPORATE TASKS (Applicable for all Council Employees)**

- 34. Write reports for members, Corporate Management Team and partner working groups to consider on issues relating to the service function.**
- 35. Contribute to the performance of the Service through business planning mechanisms, performance review and team meeting processes.**
- 36. Support the Corporate Director in making sure the Service offers a customer focused service and strives to be innovative in its search for continuous improvement.**
- 37. Contribute to and help promote positive communication across the organisation, constructive relationships and effective staff feedback methods.**
- 38. Attend meetings as required (you will need to be flexible in working hours).**
- 39. Comply with the Council's Constitution and policies.**
- 40. Perform any other relevant activities decided by the Corporate Director**

The key tasks are intended to serve as an indication of the character and general level of the post. They are not in order of priority and you should not consider them as absolutely final or exclusive. The list may be changed depending on the operational circumstances of the District Councils.

**As an employee of Breckland Council or South Holland Council you must comply with the Health & Safety policy and attend the compulsory Health & Safety training as and when requested.**

**You will be required to undertake any necessary training to enable you to perform your duties effectively.**

**You will be required to follow the Breckland and South Holland Equality Scheme to ensure that services are delivered in a manner which is fair for all sectors of the community.**

You will be required to make yourself aware of, and work within, the Data Protection Policy.

**DRAFT PERSON SPECIFICATION**

**POST TITLE & NO: DEPUTY CHIEF EXEC / DIRECTOR**

**DATE ISSUED: November 2010**

Attributes	Essential Qualities	Desirable Qualities
1. Education & Training	<ul style="list-style-type: none"> <li>a. Educated to degree level (or equivalent)</li> <li>b. A recognised management qualification (or equivalent)</li> </ul>	<ul style="list-style-type: none"> <li>a. A recognised relevant professional qualification and/or full membership of a relevant professional body</li> </ul>
2. Experience	<ul style="list-style-type: none"> <li>a. Extensive senior management experience within an organisation of similar size and complexity.</li> <li>b. Proven track record of formulating, leading and implementing strategies and projects.</li> <li>c. Significant experience of successfully leading and managing substantial organisational and cultural change.</li> <li>d. Proven success in driving continuous improvement in service delivery</li> <li>e. Significant experience of financial management, including the successful prioritisation and targeting of resources.</li> <li>f. Experience of working with working constructively with and providing guidance to elected members in formulating policies and strategies, and taking key decisions.</li> <li>g. Experience of working constructively with a wide range of partner agencies in all sectors in order to ensure high quality and value for money outcomes for communities.</li> <li>h. Experience of successfully planning and allocating corporate resources in order to</li> </ul>	

	<p>effectively deliver corporate priorities.</p> <p>i. Ability to work with in a collaborative manner with senior managers/elected members developing a clear direction for an organisation across a range of cross-cutting issues, and taking into account the various internal and external influence working upon it.</p>	
3. Knowledge	<p>f. Demonstrable and extensive knowledge of the issues and developments affecting local authorities in England, and the regulatory and statutory framework within which they operate.</p>	
4. Vision and Leadership	<p>g. Ability to win the support of stakeholders, both internal and external, including senior managers and elected members, partner agencies etc for key corporate strategies and programmes.</p> <p>h. Ability to lead and motivate others in the achievement of the priorities and objectives agreed with the Chief Executive and elected members.</p> <p>i. Ability to understand the implications of promoting equality and diversity and to ensure that the development of policies and procedures reflects these needs.</p> <p>j. A leadership style that motivates and empowers colleagues to deliver excellent outcomes which are entirely in accordance with the agreed priorities of the Chief Executive and elected members.</p> <p>k. Ability to win the commitment of people and teams both internally and externally, promoting and ensuring a 'can do' attitude.</p> <p>l. Ability to create and maintain a culture where customers or</p>	

	<p>clients are consulted and listened to, and are the focal point of decision making.</p> <p><b><i>m. A demonstrable awareness and understanding of local and national government and the changing political agenda, and the ability to manage the impacts of these upon member and community expectations and service delivery.</i></b></p>	
5. Personal Impact	<p>a. Ability to set, maintain and model the highest standards of professional and ethical behavior, engendering the trust and respect of others.</p> <p>b. Ability to apply and encourage innovative thinking and new ways of working to solve complex problems affecting community outcomes across a number of areas.</p>	
6. Communication Skills	<p>a. Demonstrable ability to communicate effectively orally on a one-to-one basis or with groups so as to influence behaviours, and give and receive messages with accuracy and without bias</p> <p>b. Highly effective in the delivery of presentations in styles suitable to a range of audiences.</p> <p>c. Ability to communicate effectively in writing using clear language and able to encourage others to do the same.</p> <p>d. Ability to manage information by establishing process and using technology for the corporate good.</p>	
7. Competencies	<p>Customer focus  Communicating effectively  Teamwork  Continuous improvement and quality  Organisational awareness  Managing Performance  Leading and Managing change  Supporting and Developing staff</p>	

<p>8. Special Circumstances</p>	<ul style="list-style-type: none"> <li>a. Commitment to equal opportunities</li> <li>b. Adaptability</li> <li>c. Ability to use political judgment and sensitivity</li> <li>d. Flexible to demands of the post e.g. out of hours work; dealing with aggrieved and agitated people</li> <li>e. Balanced approach to enforcement and business activities</li> <li>f. Possession of a driving license or means of travel</li> <li>g. Innovative</li> <li>h. Open minded to alternative forms of service delivery</li> </ul>	
---------------------------------	--	--

## **Appendix 2**



### **SHARED MANAGEMENT**

#### **DRAFT IMPLEMENTATION STRATEGY**

##### **Outline Principles**

The proposals for a shared management team to be implemented across Breckland District Council and South Holland District Council may generate both personal and professional concerns for all staff. This protocol has been drafted so that all parties have a clear framework within which to facilitate the implementation of the new shared management structure.

It aims to provide a basis to meet the expectations of the employees and trade union representatives within the two Councils, but also allows flexibility to deal with individual cases.

The specific framework outlined below applies to employees who will be directly affected by the shared management structure. However it also provides key principles and guidelines that will be of interest to all staff.

The Implementation Strategy has been written, taking into account the human resources policies and procedures of both Councils as well as existing custom and practice. The contents of the strategy is to be consulted upon and may be subject to change following the consultation process ending on 2 December 2010.

The key purpose of the Implementation Strategy is to enable Breckland District Council and South Holland District Council to appoint the employees it needs to carry out its service delivery and corporate objectives, whilst being transparent, fair and equitable with all employees.

It is not intended that the appointed employees within the new shared management structure will be relocated. However there will be some instances of travel required between both Councils in order to maintain effective service delivery. More importantly, the Councils are committed to new ways of working that will reduce unnecessary travel between sites where possible.

The Councils are committed to ensuring that genuine consultation is conducted with affected staff and trade union representatives to enable them to influence the outcomes of the proposed structure, as well as the process and timetable for implementation of the structure.

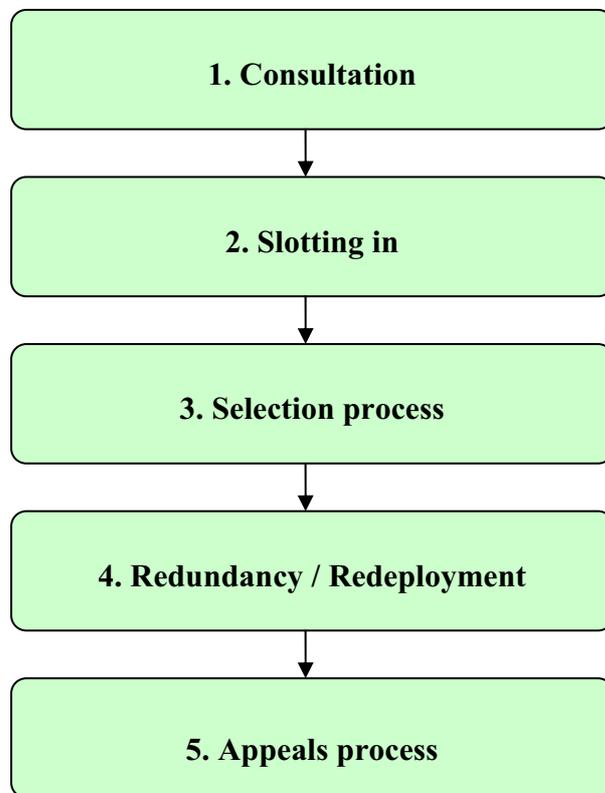
The Project Team, and Trade Union will maintain regular contact to ensure, as far as it is possible, that this protocol is adhered to. Where difficulties arise, all parties will work together to resolve issues in a manner which reflects the purpose of this Implementation Strategy.

The Councils recognise that the prospect of fundamental change can be unsettling for staff, and therefore the framework intends to minimise disruption to staff and provide reassurance of a fair, transparent and equitable process for implementation.

Both Councils are committed to ensuring that redundancy is a “last resort” consequence of the shared management structure, and as such all efforts will be made to find suitable alternative employment for all affected staff.

All matters relating to employees, whether or not they transfer, should be considered and actioned in accordance with both Councils’ Equal Opportunities Policies.

**Implementation Strategy Steps**



**1. Consultation**

Purpose

The purpose of consultation is to give staff the opportunity to influence the decisions made regarding the restructure, through feedback, proposals and/or suggestions. This may include alternative methods of achieving the objectives highlighted in the consultation document, as well as ways of avoiding redundancy situations, reducing the number of proposed redundancies, ways of mitigating the effects of the redundancies, and ways of improving the process for implementation of the new structure.

What are you being consulted upon?

The following information will be supplied to you during the consultation process, for you to give feedback on:

- Proposed service groupings
- Proposed structure
- Generic job descriptions and person specifications giving an indication of the typical management skills and competencies each manager will be expected to have, and indicative grading
- Implementation strategy
- Proposed timetable
- Proposed list of affected posts

### Approach

The approach of the two Councils' to consultation is genuine and will be undertaken with a view to reaching agreement with employees and/or their representatives. Therefore it is expected that affected employees, employee representatives, the Project Team and the Project Board will work together to try to find common solutions.

Consultation on the new management arrangements begins with a proposed structure, but the Project Board and Project Team will not make any decisions regarding the final structure, and regarding redundancy situations until employees and employee representatives have had the opportunity to influence the outcome through consultation.

### Service Development Group

A small group of volunteer managers from both Councils has been enlisted to assist the Project Team in ensuring that proposals for shared management can deliver services effectively and efficiently. Group members will positively represent the views of managers and other staff from both authorities on the service and organisational efficiency aspects of shared management proposals, and will use their knowledge and expertise to *health check* the proposals against the key project objectives.

Group membership is as follows:

Anita Brennan Breckland		<a href="mailto:anita.brennan@breckland.gov.uk">anita.brennan@breckland.gov.uk</a>
Kevin J Taylor Breckland		<a href="mailto:kevin.taylor2@breckland.gov.uk">kevin.taylor2@breckland.gov.uk</a>
May Read	South Holland	<a href="mailto:mread@sholland.gov.uk">mread@sholland.gov.uk</a>
Michael Dawson	South Holland	<a href="mailto:mdawson@sholland.gov.uk">mdawson@sholland.gov.uk</a>
Monica Coffey Breckland		<a href="mailto:monica.coffey@breckland.gov.uk">monica.coffey@breckland.gov.uk</a>
Phil Perry	South Holland	<a href="mailto:pperry@sholland.gov.uk">pperry@sholland.gov.uk</a>
Sarah Bruton	Breckland	<a href="mailto:sarah.bruton@breckland.gov.uk">sarah.bruton@breckland.gov.uk</a>
Vicky Thomson	South Holland	<a href="mailto:vthomson@sholland.gov.uk">vthomson@sholland.gov.uk</a>

Members of the group have been asked to liaise with their colleagues to ensure that a range of views and ideas concerning the service aspects of the shared management proposals are represented, and to give appropriate feedback on the nature of the discussions during group meetings.

If you have any thoughts about how services can be delivered most effectively through Shared Management, please contact one of the group members, or alternatively contact Andrew Petcher ([apetcher@sholland.gov.uk](mailto:apetcher@sholland.gov.uk)) or Roger Wilkin ([roger.wilkin@breckland.gov.uk](mailto:roger.wilkin@breckland.gov.uk)).

*NB. This group will not discuss the HR aspects of the project. Any such discussions will take place separately and in accordance with the agreed consultation arrangements of both Councils.*

### Intranet

Intranet sites for the Shared Management project have gone live at South Holland and Breckland. These sites will contain all documentation on the project, Q & A's, information on the team and a link to the feedback address [brecklandfeedback@sholland.gov.uk](mailto:brecklandfeedback@sholland.gov.uk) or [sharedmanagement@breckland.gov.uk](mailto:sharedmanagement@breckland.gov.uk).

### Feedback

Once received your feedback will be sent to Maxine O'Mahony who is the Project Sponsor, and to Roger Wilkin, the Project Manager. Where possible, the Project Team will aim to give replies to questions within three working days. If the response requires more time it will be discussed at the weekly Project team meeting and the answer will be provided after that. You will be kept informed throughout the process.

### End of consultation

At the end of the consultation period all feedback will be carefully considered by the Project Team. Where applicable adjustments will be made and approval sought from the Project Board. The Project Team will endeavour to respond directly to individuals where feedback has been received, and where this is not possible collective responses will be posted onto the Council's intranet sites. Once the consultation process is finished, the draft structure and job descriptions will be finalised and job evaluation will take place prior to approval from Full Council.

### Job Evaluation

The grading of posts will be established through the job evaluation process of each authority. Both authorities use the national job evaluation scheme as outlined in the Green Book. It is intended that a joint panel will carry out the job evaluation process, and that in addition all gradings/salaries will be subject to external benchmarking and approval of Full Council at both authorities.

It is anticipated that Manager and Assistant Director posts will have terms and conditions in accordance with the Green Book, and that Director posts will have terms and conditions in accordance with Chief Officer status.

## **2. Slotting in**

Where a post in the new structure is fundamentally the same as the existing post and where there is just one suitable employee for the job, the employee may be assimilated into the post, without an interview. However, each individual will still need to complete an application to show their interest and to enable the sifting process to be conducted. Proposals for assimilations will be consulted upon with staff and Unison and will be subject to approval from the Joint Chief Executive (or relevant Deputy CEOs/Director where appropriate).

In determining whether posts are fundamentally the same, and if a process of 'slotting in' is applicable the following elements will be considered.

- Range, size and scope of accountabilities
- Professional requirements
- Context in which the post operates

### Ring fencing

All 'at risk' employees will be given priority consideration in their application for the newly created posts. Applications will not be considered from other internal or external candidates until the selection process, including interviews where appropriate have been conducted.

### Fixed Term Contracts

Employees in post on Fixed Term contracts (including posts tied to external funding) as of the 4 January 2011, will be in scope and irrespective of the length of service will have the same right to slotting in and ring fencing as permanent employees.

### Agency Employees

Agency employees will only be eligible to apply for posts in the proposed new structure (alongside other internal or external applicants) after permanent and fixed term employees have completed the selection process, if vacancies still exist.

The slotting in process will be carried out following the announcement of the new structure on 4 January 2011 .

Where an individual is slotted in, that individual cannot, in the first instance, apply for other vacant posts in the new structure until other affected employees have first been considered.

### **3. Selection process**

Following the announcement of a new structure on 4 January 2010, a selection process will commence for the new shared management posts. This will be applicable for all staff who are “at risk” and have not been slotted in to a new post.

It is intended that although all jobs will be advertised at the same time, the Deputy Chief Executives and Director team will be shortlisted and interviewed prior to Service Managers.

Selection decisions will be made on the basis of the following criteria:

- Competencies
- Skills
- Qualifications
- Experience
- Job Knowledge
- Performance
- Attendance
- Discipline

All selection criteria will be applied in a reasonable, fair and objective manner.

#### Appointment process

The appointment process for all affected employees will be as follows:

##### a) Advertisements

Each person affected will be notified individually of the structure and the posts available during the appointment process. Adverts for the posts will then be placed on the intranet sites of both Councils along with application forms, job descriptions and person specifications (to be downloaded). In the first instance applications will be permissible only from individuals whose posts are within the scope of this phase of the Shared Management Project.

##### b) Applications

A jointly agreed application form will enable the individual to identify job preferences from the available posts, and to state how they meet the Job Description and Person Specification.

##### c) Shortlisting

Shortlisting will be carried out by the Project Board in the first instance and the Director team (once selection process has been completed). Where existing skill levels and competencies match those required in the person specification, applicants will be interviewed.

If only one employee expresses a preference for a post and they meet the post criteria, they will be slotted into the post without having to go through any further selection process.

##### d) Interviews

As a general principle, as far as circumstances allow employees will be interviewed once only. This may require a larger interview panel to ensure that selection decisions can be made by the relevant Director/Deputy Chief Executive. Interviews for all Service Management/Heads of Service posts will be conducted by an interview panel consisting of at least 2 members of the Corporate Management Team (Chief Exec, Deputy Chief Execs, Directors) and an HR representative.

#### Training

Training will be provided to all interview panel members to ensure that a consistent and fair selection process is conducted.

Where affected employees are concerned about preparing for the selection process, training and support can be requested from HR via Natalie King, HR Project Lead ([Natalie.king@breckland.gov.uk](mailto:Natalie.king@breckland.gov.uk)).

#### Staff Support

Each member of staff affected by the new structure will have access to arrange of support services, likely to include:

- Telephone and face to face counselling
- Telephone legal advice
- Health and Wellbeing advice/support
- Information on relevant topics, e.g. Coping with Redundancy

#### Outplacement Support

The Human Resources team is able to offer advice and/or training on the following:

- Searching for suitable vacancies
- Preparing a CV
- Completion of a job application form
- Interview techniques
- Benefit entitlement

### **4. Redundancy / Redeployment process**

Every measure will be taken to place affected employees in the proposed structure to ensure that valuable skills and experience are not lost. If however any employees are not successful during the selection process, they will have priority consideration for other vacant jobs in their respective Councils.

The criteria for appointing into alternative jobs will be based on whether the affected employee possesses the necessary skills and competences (or could do so with reasonable retraining), not that they are the best candidate.

In the event that an employee is placed in a job where the salary does not match their existing level, the existing salary protection agreement of their Council will apply.

For further details of the redeployment and/or redundancy process staff are encouraged to refer to the policies of their respective councils.

### **5. Appeals process**

If an employee feels that the process for selection has not been applied fairly to them they will have the right to appeal. It is proposed that appeals are heard by a joint appeals panel, in line with the joint selection process.

## **6. Employment Status**

When the new structure is implemented on 1 April 2011, the successful candidates will retain their host authorities terms and conditions, including benefits. However, job descriptions will incorporate the need for post holders to manage teams and/or services across both councils and this will involve some travel between sites.

Following implementation of the new structure the authorities may decide to 'harmonise', terms and conditions, policies etc at which point this will be fully consulted upon.

TUPE regulations do not apply, since it is not intended, through the management restructure that work carried out in either authority will be transferred to the other or to an external organisation. Again this may form part of 'Phase 2' of the project and if so will be fully consulted upon.

## **7. Pay Protection**

Where employees are selected for or redeployed into a post at a lower grade/salary than their current salary each authorities pay protection policies will be adhered to, for respective employees. More information can be found in the South Holland 'Change Management and Redundancy Policy' or the Breckland 'Redundancy' and 'Redeployment' Policies, or from the Human Resources team of your Council.

I should just like to update you on the current status of the formal consultation process for the shared management proposals for South Holland and Breckland.

A number of comments and queries have been received by the Project Team, including through the Service Development Group of volunteer managers, and it is clear that certain key themes are emerging around the proposed structure. In particular, there have been comments expressed about the number of direct reports to the Director of Commissioning, and questions concerning whether having two Deputy Chief Executives is necessary, one for each Council, in a truly shared management arrangement. Similarly, there has been some query concerning the necessity of having two Community Development Manager roles, rather than this being a shared management role

The Elected Members on the Project Board have considered this feedback, and in the interests of openness have decided to share with you an alternative form of structure to be considered alongside that which appears in the Consultation Document.

This alternative structure (Structure B), responds to concerns about the size of the commissioning area by adding an Assistant Director role. It also reduces the number of Deputy Chief Executives from two down to one shared role, and also reduces the Community Development Manager role from one in each Council down to a single shared manager.

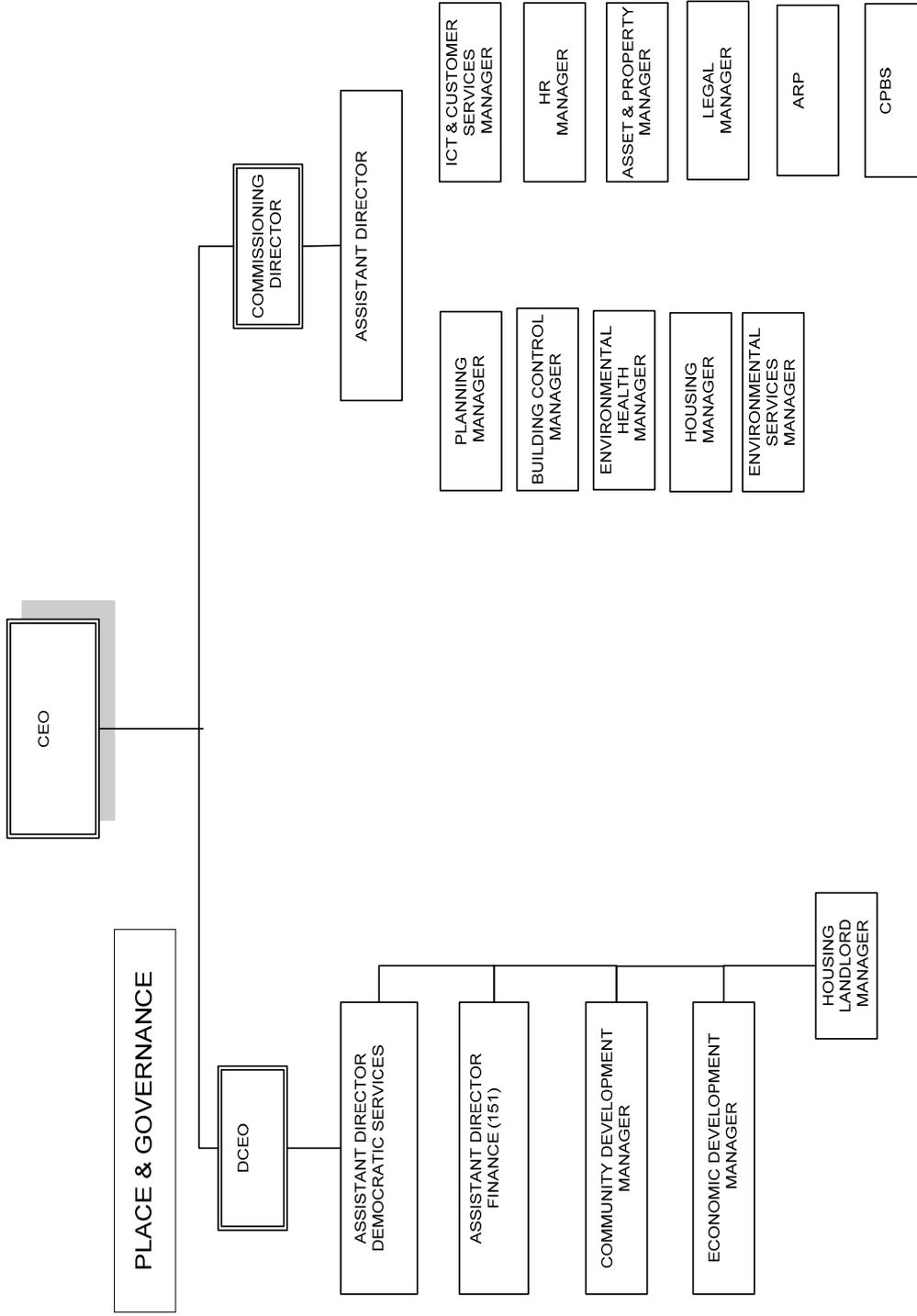
This Structure B has evolved from the consultation process, and this process is still very much alive. Your comments on this alternative proposal are sought and will continue to influence the development of the shared management proposals. Please do pass your thoughts and comments on this or any other aspect of the project to the Project Team. Alternatively, you may wish to pass your thoughts on Structure B to a member of the Service Development Group, the names of which can be found in your consultation document.

Please bear in mind that the formal consultation process concludes on 2 December 2010, and your early comments are encouraged.

Thank you.

Terry Huggins

Structure B



SHARED MANAGEMENT STRUCTURE

### EQUALITY IMPACT ASSESSMENT

<b>Service:</b> All Service Areas of Breckland District Council and South Holland District Council		<b>Date of first EIA:</b> November 2010 <b>Date of refresh completion:</b>	
<b>Is the document for assessment a:</b> <input type="checkbox"/> policy <input type="checkbox"/> strategy <input type="checkbox"/> function/ service <input checked="" type="checkbox"/> key decision			
<b>Name of document:</b> Shared Management Structure			
<b>Is this a new or existing document?</b> <input checked="" type="checkbox"/> new <input type="checkbox"/> existing			
<b>Lead Officer:</b> Roger Wilkin (Project Manager)			
<b>Officers involved in initial impact assessment process</b>			
<b>Name</b>		<b>Job Title</b>	
Natalie King		HR Manager BDC (HR Project Lead)	
Corrine Wooding		HR Manager CPBS	
Roger Wilkin		Project Manager	
<b>1.</b>	<b>Briefly describe the aims, objectives or purpose of the document or service</b>		
	<p>The aim of this document is to ensure that due consideration has been given to all potential equality issues in the proposals for a shared management structure.</p> <p>The objectives are to:</p> <ul style="list-style-type: none"> <li>• Ensure fairness, transparency and equal treatment of staff</li> <li>• Publish the contents of this document, so that it is accessible to staff and stakeholders</li> <li>• Document the considerations of potential equality issues to make available to key decision makers when considering the proposals</li> </ul> <p>The purpose of this document is to satisfy the Project Board, Trade Union Officials and Staff that potential equality issues have been taken into consideration in a proposed cost cutting restructure proposal and potential redundancy situation.</p>		
<b>2</b>	<b>Who will use or be governed by this document or service procedure?</b>		
	Project Board, Project Team, Chief Executive, Directors, all Managers in scope.		
<b>3</b>	<b>Who is intended to benefit from the document or services?</b>		
	The Councils and its employees, through ensuring that the proposals give due consideration to all equality issues, and therefore ensuring fairness, transparency and		

	equal treatment.
<b>4</b>	<b>What outcomes are required from this document or service and for whom?</b>
	To satisfy the Project Board, Trade Union Officials and Staff that potential equality issues have been taken into consideration in a proposed cost cutting restructure proposal and potential redundancy situation.
<b>5</b>	<b>Who is responsible for the document or service?</b>
	Roger Wilkin – Project Manager
<b>6</b>	<b>a) Are there any other organisations or partners involved in the delivery of the service? b) Who is the lead or accountable body?</b>
	Anglia Revenues Partnersership, Compass Point Business Services
<b>7 a)</b>	<b>What monitoring data is available on the number of people who use the service or affected by the document? Who holds this information? How up-to-date and relevant is this information? This should include the total number of people who use the service, the total potential number of service users where relevant and equality monitoring breakdown.</b>
	Workforce equalities monitoring information is held by HR at Breckland District Council and HR at Compass Point Business Services.  This data is accurate as of 1 April 2010, and incorporates the total number of staff and relevant equality monitoring breakdown.
<b>7 b)</b>	<b>If this is a new proposed policy/service, what information have you got on the likely number/type of people accessing or using the new policy/service?</b>
	The merged management structure proposals have a direct effect on the Senior Managers and Directors at both authorities, who will be competing for a smaller number of posts, and whose responsibilities and accountabilities will change significantly through the management of teams across two organisations.  When the new structure is implemented all staff in all Service areas will be impacted in terms of the way that their Service area is managed.
<b>7 c)</b>	<b>If no monitoring has been undertaken, will this be done in the future? If so, specify what arrangements you intend to make and by when and include this in your action plan. If you do not intend to do any monitoring, please provide your reason for this decision.</b>
	n/a
<b>7 d)</b>	<b>What are the key performance indicators and targets attributed to the document or service?</b>
	The objectives/targets of the shared management structure are as follows:

	<ul style="list-style-type: none"> <li>• To make financial savings to the combined staffing cost of the existing management structures exceeding 35% plus other consequential savings</li> <li>• To provide appropriate management capacity to both authorities.</li> <li>• To be based upon a model where the authorities individually continue to exercise democratically accountable local government in their respective areas and have their own governance arrangements whilst sharing management of internal and external services.</li> <li>• To provide opportunity and ease the transition to more joint commissioning of services and sharing of resources.</li> <li>• To be capable of both contraction for example as client roles for external services are combined, and expansion for example if a third local authority wished to join, without the need to fundamentally redesign the structure.</li> </ul>
<b>8 a)</b>	<b>What consultation has been carried out with stakeholders and service users previously about the document or service? Please include the dates</b>
	In accordance with 'Managing Change and Redundancy Policy' at South Holland District Council, and the 'Redundancy Policy' at Breckland District Council, 30 days informal consultation and 30 days formal consultation will be conducted. Formal consultation commenced on 2 Nov 2010 and will close on 2 Dec 2010.
<b>8 b)</b>	<b>What has this told us?</b>
	Staff have given feedback and this information is available separately.
<b>8 c)</b>	<b>What changes have or can be made based on the feedback results? If changes are to be made include them in the action plan</b>
	Genuine consultation is being conducted to ensure that Staff have the opportunity to influence the proposals that will be taken forward. Changes may be made, as a result of consultation, to the proposed structure, proposed service groupings, proposed job descriptions/person specifications, and to the methods of implementation of the structure.
<b>Note</b>	<b>The equality analysis of this consultation should be used to inform questions 9-18</b>
<b>9</b>	<b>Are there any concerns that the document or service could have a differential impact on different racial groups? This can include ethnicity and nationality. If yes please explain. What existing evidence (either presumed or otherwise) do you have for this? What action will be taken?</b>
	No
<b>10</b>	<b>Are there any concerns that the document or service could have a differential impact on men and women? If yes please explain. What existing evidence (either presumed or otherwise) do you have for this? What action will be taken?</b>
	The number of affected posts is currently 37, and subject to consultation and Full

	<p>Council approval will be reduced to 17-19. There are currently 25 (68%) male employees in scope and 10 (27%) female employees, plus two vacant posts (5%). There is potential through the redundancy selection process to distort this balance.</p> <p>There is a need to take into consideration the likely impact on senior management gender balance post merged service.</p> <p>Working across two locations will involve travel between sites. Consideration will need to be given to the potential impact on employees with child care responsibilities. This is likely to affect more female employees than male employees.</p>
11	<p><b>Are there any concerns that the document or service could have a differential impact on disabled people? This can include the spectrum of physical disability, learning difficulties, cancer, multiple sclerosis, muscular dystrophy and HIV</b>  <b>If yes please explain.</b>  <b>What existing evidence (either presumed or otherwise) do you have for this?</b>  <b>What action will be taken?</b></p>
	<p>Consideration will need to be given to individuals who are unable or less able to travel for long period of time due to illness or injury.</p>
12	<p><b>Are there any concerns that the document or service could have a differential impact on the grounds of sexual orientation? If yes please explain.</b>  <b>What existing evidence (either presumed or otherwise) do you have for this?</b>  <b>What action will be taken?</b></p>
	<p>No</p>
13	<p><b>Are there any concerns that the document or service could have a differential impact on the grounds of age? If yes please explain.</b>  <b>What existing evidence (either presumed or otherwise) do you have for this?</b>  <b>What action will be taken?</b></p>
	<p>Feedback through consultation has suggested that there is a risk of younger employees being disadvantaged through the selection process as the costs associated with redundancy/early retirement may be less than they would be for older employees. In order to mitigate against this risk the following is proposed:</p> <ul style="list-style-type: none"> <li>• A 'transition' budget will be set up to ensure that all costs associated with the restructure are managed centrally by the Project Team, therefore removing the consideration of costs from those conducting the selection process</li> <li>• External impartial and professional support will be sought to be involved in the development of suitable selection criteria, and to be present in the interview process</li> <li>• Training will be given to Member and Director appointment panels to ensure a consistent, fair and equitable approach to selection</li> </ul>
14	<p><b>Are there any concerns that the document or service could have a differential impact on the grounds of religion or belief? If yes please explain.</b>  <b>What existing evidence (either presumed or otherwise) do you have for this?</b>  <b>What action will be taken?</b></p>
	<p>No</p>

15	<p><b>Are there any concerns that the document or service could have a differential impact on any other groups of people due to rural isolation or levels of deprivation? If yes please explain.</b></p> <p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p> <p><b>What action will be taken?</b></p>
	No
16	<p><b>Are there implications for other groups? For example, those with dependents/caring responsibilities, an offending past, transgender or transsexual people?</b></p>
	Those with caring responsibilities and/or dependents may be impacted by the necessary travel to and from the two locations.
17	<p><b>Please detail any factors that might account for differential impacts or non achievement of the required outcomes?</b></p> <p><b>This should include any barriers that do, or could, prevent people from fully accessing the service?</b></p>
	N/a
18	<p><b>Are there any unmet needs or requirements that can be identified that affect specific groups?</b></p>
	No
19	<p><b>Are there any trends identified through the corporate complaints system? If yes, please give details below.</b></p>
	No
20	<p><b>Have there been any concerns or feedback from front line staff, other council employees or Councillors about the policy?</b></p>
	Yes – these have been capture through the consultation process and are available separately.
21	<p><b>Have there been any concerns or feedback from voluntary, community or other organisations about the policy?</b></p>
	Full consultation with all stakeholders is yet to be completed. No concerns and/or feedback regarding equalities issues have been recorded to date.
22	<p><b>Are there any pieces of research or models of practice that may inform our view?</b></p>
	Research has been conducted by the Project Team into other Councils who have successfully implemented a merged management structure, including South Oxfordshire District Council and Vale of White Horse District Council.
24	<p><b>Should the EIA proceed to a full impact assessment?</b> <input type="checkbox"/> yes <input checked="" type="checkbox"/> no</p>

25	<b>Date on which full assessment to be completed by:</b>
26	<b>Summary of action points:</b> <ul style="list-style-type: none"> <li>• Consultation with UNISON, staff and stakeholders regarding the contents of this document</li> <li>• Consideration of all potential equalities issues as outlined above throughout the consultation and implementation process</li> <li>• Development of training for appointment panels to ensure equalities issues have been considered throughout the selection process</li> </ul>

**For internal use only**

Completed form signed off by Head of Service

Signed

Date:

Completed form sent to lead Equality and Diversity Officer

Date:

Completed form sent to Community Challenge Panel

Date:

