

**COUNCIL SEMINAR
2nd June, 2015**

Present:- Councillor Read (in the Chair); Councillors Cutts, Ellis, Middleton, C. Vines and M. Vines.

LAYING THE FOUNDATIONS - ORGANISATIONAL REVIEW.

Councillor C. Read, Leader of the Council, and Commissioner Manzie, Managing Director, welcomed Members to the seminar.

Commissioner Manzie gave a presentation on the following areas: -

- Organisational review objectives;
- Key recruitment – cost neutral parts and some at an additional cost;
- Assistant Directors;
- Service reviews;
- The Senior Management Structure in 2014 was considered. This was compared to the management structure from February 2015 onwards and the proposed 2016/2017 senior management structure, including Council functions.

The presentation concluded by considering the implementation of the proposed changes: -

- Job descriptions and person specifications were being worked on;
- The order of recruitment was to be decided but there were clear priority posts emerging;
- Recruitment/interview panels would include both Elected Members and Commissioners;
- Certain in-house changes would also take place, including functions relating to equalities, voluntary sector liaison and performance.

Questions and discussion followed the presentation and the following areas were covered: -

Councillor C. Vines referred to the layers of assistants. The structure appeared top-heavy.

Commissioner Manzie 2/3 additional posts had been created but would lead to other management posts being removed. Some Directorates currently had a fragmented structure and this aimed to bring them together.

Councillor C. Vines asked what was happening in the lower management layers?

Commissioner Manzie described the work that was continuing with managers and communications with them on a regular basis.

Councillor C. Vines stated that these were the people that our customers saw. The electorate did not understand the top tier; three tiers down was when it started impacting on them.

Councillor Ellis asked why the Director of Public Health did not have any team on the slide presented. This risked them being thought of as 'health' and not as part of the Council. Would it be better to start with the Chief Executive who would then build their own team? Regular restructures were not beneficial and the new CX may want to change this structure. How long would you expect this structure to be in place?

Commissioner Manzie – Secretary of State's decision to have a Commissioner Managing Director led Rotherham to lose a lot of Chief Officers over a short period. It was more urgent to get the improvements to services moving. We want to attract a decent field of CX applicants. Currently there was hardly anyone to work with in the centre of the Council/corporately. To wait for the CX to recruit their own team would set the improvements back by six-months at least.

The role of Public Health would be reviewed. They were interfacing well and quite close to the Council at the moment. The new Strategic Director wanted to be in with the Council.

Councillor Ellis asked about headhunting of staff driving up costs.

Commissioner Manzie felt that Rotherham's CX salary was reasonable and was just slightly above Doncaster. It was an adequate salary level and reflected the area of difficulty. Bidding wars happened for social work posts where there was a bidding market going on and a national shortage.

Councillor C. Middleton noted that the proposed structure referred to 2016/2017 – was this classed as the medium future? When would it be looked at again?

Commissioner Manzie described the new structure as conventional and a future CX would recognise it as a sound local government structure. Commissioner Manzie would advocate that staff needed a period of stability to embed. Spending cuts may lead to posts being cut – we would have to ask 'is it viable?'. Change happens. Elected members should be the check.

Councillor M. Vines asked about the costs of £219k and how it would be met.

REPORT FOR INFORMATION - 02/06/15

Commissioner Manzie explained that there had already been savings made from budget effectiveness, managerial effectiveness and performance. The cost should be seen as an investment for a sound structure.

Councillor C. Vines asked whether the Assistant CX could progress to be the CX on the departure of the Commissioners.

Commissioner Manzie felt that a corporate driver was needed in the very distinct post of CX. The Council would move as soon as possible on the recruitment.

Councillor Ellis asked about the leadership and management of the Human Resources Function.

Commissioner Manzie explained that the current HR function was not a bad function at the moment. However, the 62% completion of PDRs was concerning. A functioning corporate HR Service would modernise, raise awareness, check quality and work with Trades Unions.

Councillor Read thanked Commissioner Manzie for her presentation and informative contribution to the discussion.