

IMPLEMENTATION EXECUTIVE
27th August, 2008
JOINT OVERVIEW & SCRUTINY
29th August, 2008

**MANAGING THE TRANSITION TO 1st APRIL, 2009:
APPOINTMENTS TO THE NEW COUNCIL**

Purpose

1. To recommend proposals to the Implementation Executive for achieving the early appointment of Corporate and Service Directors.

Background

2. The Implementation Executive on 7th July, 2009 received a discussion paper prepared by Delwyn Burbidge entitled "*The effect of transition to Wiltshire Council of:*"
 - *Early amalgamation of services/functions*
 - *Early migration from workstream to new service directorates*

Including general governance arrangements and senior management".

As time did not permit a lengthy discussion at that meeting, the Leader asked for this to be brought back to the next meeting to allow for further discussions between Leaders and Chief Executives.

3. Since the last meeting there have been a number of significant developments:
 - All but three of the Service Directors have been selected (Service Director Chief Financial Officer, Service Director Human Resources & Organisational Development and Service Director Adult Care: Strategy & Commissioning)
 - The Service Director handbook has been published

This handbook has set out the processes which the Service Directors will follow to ensure a smooth migration from the current workstream arrangements to the new Service Directorates.

4. This report is principally concerned with discussing the merits (or otherwise) of the new Directors taking up their appointments ahead of 1st April, 2009. In his report Delwyn made a clear statement that 1st January, 2009 should be latest date for initiating the new contractual arrangements.

JIT consideration

5. The JIT have had the opportunity of discussing the paper and concluded that the transitional arrangements must:
 - Recognise the continuing accountability of District Councillors (notably, the Leaders) for the services for which their Councils are responsible until 31st March, 2009. District Councillors will want to ensure that services are managed effectively and maintain their performance until April 2009

- Enable the five Councils to manage the inevitable turbulence of staff leaving or changing jobs, use of agency staff (until April and possibly beyond)
- Enable Chief Executives and their staff to complete and/or hand over to the new Council significant projects under way in the Districts
- Facilitate sharing of resources to fill gaps and build capacity
- Acknowledge that the role of the District Chief Executive will diminish (especially strategic responsibilities) but the need for a Head of Paid Service will remain until 31st March, 2009
- Establish robust procedures and not rely simply on informal arrangements
- Enable proper planning of services for the new Council so that arrangements are effectively in place by 1st January, 2009
- The new extended Management Team (Corporate and Service Directors and probably the next tier also) must be in place and operational by 1st January, 2009
- Acknowledged that new Service Directors would have significant additional responsibilities to plan for the future, within the framework of the new authority, as well as maintain support to their current areas. It would be important to have some equity in pay, between the new and the current Directors, to reflect these additional responsibilities up to 1st January, 2009

Overall conclusions

6. The conclusions are:

- The appointed Service Directors must focus now upon preparation for their responsibilities after 1st April, 2009.
- Their priorities will be focussed on 2009/10 budget preparation, staffing structure and appointments, Business Management Programme, information management and accommodation, as well as service planning and contributing to the preparation of the Corporate Plan.
- These priorities (particularly in District Councils) have to be managed alongside day to day operational issues, but they should not be seen as competing: it is clearly in the interests of those people managing services after 1st April, 2009 that those services are in the best possible shape on 31st March, 2009.
- Clarity will be best secured by making appointments of Service Directors effective from 1st January, 2009.
- Earlier appointments may be possible with mutual agreement. It is recognised that discussions with Human Resources, staff representatives, and the current employing authorities will need to take place to secure this on an individual basis.
- Recruitment for Heads of Service and Team Leaders should be commenced and appointed as soon as possible.

- The appropriate Corporate and Service Directors will need to resign their existing post in order to take up their new post.
- Some agreement on maintaining the residual responsibilities of their current posts may be required between Chief Executives.

Recommendations

7. It is recommended the Implementation Executive agree:

- That Service Directors should take up their formal appointments no later than 1st January, 2009 and that all planning for the new authority should be conducted by this new leadership team from now.
- That recruitment of the next tiers (Heads of Service and Team Leaders) should be commenced as quickly as possible.
- That the Chief Executive of Wiltshire County Council and the Chief Executives within the District Councils are tasked to establish an agreement to cover residual district responsibilities by the selected Service Directors.
- That remuneration up to 1st January, 2009 for Service Directors should be equitable between County and District selectees.

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