

**JOINT OVERVIEW AND SCRUTINY TRANSITION BOARD
29 AUGUST 2008**

Response to the Board Members' Comments on the Draft Service Directors Roles and Responsibility Chart on 25 July

At the JOSTB meeting on 25 July, members raised and considered potential conflicts between the following working relationships and service delivery areas.

The detailed organisational structures below service director level are currently being developed with the aim of presenting them to the JIT on 16 September. Things may very well change between now and then but the following is an initial response to the observations of the JOSTB on 25 July.

Chief Executive

- (i) **The responsibilities of the Director of Policy, Research and Communications in relation to community strategy and partnership working and the Director of Community Leadership.**

No response yet.

Department of Transport, Environment and Leisure –

- (ii) **The potential of shifting Smarter Choices/Travelwise from Passenger Transport into Sustainable Transport;**

No response yet.

- (iii) **The rationale behind Bridges forming one separate function area within Major Projects and including Bridges as an item within Highways Network Improvement;**

It is intended that Bridges and Highways Network Improvements will be managed under a single Head of Service.

- (iv) **The potential of shifting Crematoria from Leisure Services into Amenity Management;**

No response yet.

- (v) **The potential of including an item on cemeteries and closed church yards under Amenity Management;**

It is intended that cemeteries and closed church yards will be managed with the Amenity group.

- (vi) **The potential for amalgamating the two function areas Countryside and Public Realm Strategy and Amenity Management under Amenity and Leisure;**

Given the significant difference in the nature of these two activities it is likely that Countryside and Amenity Management will be undertaken by separate teams. However, work is on-going on this at present.

- (vii) **The potential of shifting Markets and Fairs from Amenity Management into Licensing (Regulation);**

Markets and fairs management will be the topic of discussions with town councils but the strong links to car park and public open space management suggests that this function is currently best managed within the TEL Department (rather than the EDP & H Department).

- (viii) **The responsibilities of the Director of Operations in respect of Waste Management/Minimisation and the Director of Amenity and Leisure in respect of Waste Collection and Cleansing. Members considered the shift of Fleet Management under the responsibility of the Director of Operations and the shift of Waste Management/Minimisation under the responsibility of the Director of Amenity and Leisure in order to include waste services within one service directorate;**

Waste Management: There is a temptation to create a single Waste Team under either the Director of Operations or the Director of Amenities and Leisure. However, it is strongly believed that this is not the right time to do this. This is an issue that is best reviewed in two to three years' time. The reasons for this are pragmatic reasons building upon the strengths that currently exist in staff leading the Operations and Amenities Services. Waste Disposal is at a delicate stage with on-going £100m plus disposal contracts being pursued in the West and North of the County. Expertise in this area lies with the Director of Operations. Similarly, a significant challenge exists in waste collection to bring together the three "in house" workforce teams under harmonised terms and conditions and blend these collection activities together with the one "externalised" provider in West Wiltshire. Expertise to do this lies with the Director of Amenities and Leisure. Once these complex and challenging issues have been resolved (anticipated two to three years) the issue of a single waste team could be re-considered.

Vehicle Maintenance: The provision and maintenance of vehicles and equipment is critical to the provision of the "in-house" waste collection and amenity management services. Consequently, this function should be managed within the Amenities and Leisure Service. Conversely, the services

delivered by the Director of Operations are mostly contracted out where the external contractors manage their own vehicle and equipment provision.

Department of Economic Development, Planning and Housing –

- (ix) **The responsibilities of the Director of Economy and Enterprise in respect of strategic planning and the Director of Development in respect of planning development and enforcement;**

No response yet.

- (x) **The importance of having special needs and extra care housing being identified and catered for in the new structural arrangements;**

Currently, both the direct provision of care homes and the revenue funding for housing support to vulnerable people lies with Community Services. Housing will continue to take part in the Supporting People partnership and also takes an overall strategic view on housing for elderly and vulnerable people, liaising with Community Services, Registered Social Landlords and Support Providers as well as the Housing Corporation. Housing, adult social care and supporting people services will be developed through a joint commissioning framework with the PCT.

Currently officers from Housing, Adult Care and Young People are investigating the possibility of expanding provision of accommodation for Extra Care and 16 and 17 year olds through the Private Finance Initiative.

- (xi) **The potential of shifting Conservation from Development into Countryside and Public Realm Strategy/Amenity Management;**

Countryside and Public Realm Strategy/Amenity Management includes nature conservation (flora and fauna), woodlands, nature reserves, parks, gardens etc.

Conservation under the current Development Directorate is responsible for the protection and preservation of listed buildings, conservation areas (so designated because of their architectural or historic interest and defined by the Town and Country Planning Acts) and various historic assets such as ancient monuments. These responsibilities require officers qualified to deal with the historic built environment and are clearly different to the responsibilities under the Countryside and Public Realm Strategy/Amenity Management.

- (xii) The potential of shifting Building Control from Regulation into the Development directorate.**

Building Control has already been moved to this service.

Department of Resources –

- (xiii) The intended level of cooperation on LEAN system work to be undertaken between Business Transformation and Strategic Human Resources & Organisation Development.**

No response yet.