

REVIEW OF SENIOR MANAGEMENT STRUCTURE

1. **Purpose of Report**

- 1.1 To make final recommendations regarding changes to the senior management of the Council, following consultation about the broad principles which Cabinet endorsed on 20th October, 2009.

2. **Background**

- 2.1 The Unitary Council bid (articulated in the 'Next Steps' submission) envisaged a five stage approach to the creation of the new Unitary Council. The adopted approach was based upon the concepts of a transition phase (from five councils to one) in the two years before and after vesting day, followed by a transformation phase which would fundamentally change the way the Council delivers services and works with the public and partners.

- 2.2 Last year the Implementation Executive approved a transitional organisational structure for the Council focussed upon delivering a fully functional single Council on vesting day (April 2009) whilst maintaining service performance across the previous five councils. The current structure is attached in **Appendix 1**

- 2.3 This transitional organisation has delivered the anticipated benefits:

- Seamless merger of the five councils;
- Maintaining service performance through the transition;
- Exceeded planned year one financial savings and efficiencies.

- 2.4 However, the transitional organisation now needs to be reviewed (as envisaged in the original bid) in order to reflect:

- The changing demands of service transformation (as opposed to transition);
- Lessons learned from operating the new council, eg Area Boards;
- New opportunities for joint working with other public sector partners;
- Urgent budgetary pressures for 2010-11 and beyond resulting from the national economic situation.

2.5 When Cabinet considered this matter at the meeting on 20th October, the Cabinet resolved:

(a) That Cabinet approves in principle the proposed senior management structure of the Council as detailed in Appendix 3 of the report presented subject to consultation with staff and trade unions.

(b) That Cabinet invites views about the alignment of services for further consideration at its next meeting on 24 November 2009.

3. **Comments on the proposals**

3.1 Various aspects of the proposals have been broadly accepted and have attracted little comment, including the following:

- A reduction in the number of Corporate Directors from six (including the joint Director of Public Health (DPH)) to five
- The organisation of services and departments around the broad concepts of My Family, My Community, My Place and My Council
- The merger of the current departments of Transport, Environment & Leisure (TEL) and Economic Development, Planning & Housing (EDPH) – with some adjustments in service groupings – in a new department based upon Place and including neighbourhood services
- Transfer of the Property function into the Department of Resources (DoR)
- Transfer of the Research & Intelligence and Emergency Planning functions to DPH.

3.2 Comments have focussed upon:

- The merger of Public Protection and Community Safety and the location of these services;
- The location of Leisure Services; and
- The location of Housing Services

3.3 There is general support for the common management of Community Safety and Public Protection services by one Service Director, especially in relation to issue of anti-social behaviour, licensing, trading standards, etc. Two alternatives have been suggested for these services: the Department of Place (where Housing currently sits) or the joint DPH. The latter suggestion reflects the links between Public Protection and Health, including drug and alcohol misuse, as well as Emergency Planning. One issue is that the Director of Public Health does not head up a conventional Council department, being a joint appointment. Would Council services which were located there fall outside the 'mainstream' of Council work?

3.4 I have received fewer comments about the location of Leisure Services and these are generally in favour of transfer to the DCS. However, the timing

requires consideration, in relation to the review which is considered in a report elsewhere on the agenda. There is a case for deferring the transfer until those who have initiated the review are able to complete it.

- 3.5 Those commenting on the location of Housing responsibilities generally acknowledge that a good case can be made for location in DCS or Department of Place. On balance the comments I have received favour its remaining in the new Department of Place, in view of the links with strategic planning and economic development. Also, now is not the best time to be moving these Services, with an imminent inspection of our landlord functions in South Wiltshire and the urgent need to complete the Council's housing Strategy. Nevertheless the links with DCS (and DCE) require strong cross-departmental collaboration. (I return to this point later in the report.)
- 3.6 A final point made by some (including the Trade Unions) is that further change will be unsettling to staff who have worked through very significant change and uncertainty during the past two years.

4. **The Options Assessed**

- 4.1 Having reflected upon the comments received, I believe that the key considerations listed in paragraph 2.4 can be met without implementing at this stage all the changes considered in my previous report. This will limit the impact on staff, particularly below Head of Service. It will also avoid disruption to services at critical points in their development. This applies particularly to Housing and Leisure Services.
- 4.2 The point is well made, that Public Health is not a conventional department, it is a joint appointment. I have discussed the possible transfer of Community Safety and Public Protection to the DPH with the Chief Executive of NHS Wiltshire. The Board will give a formal view on behalf of the Trust, but the Chief Executive is supportive of the change. The scope of the post would then go well beyond Public Health and this could be reflected in a change of title to 'Joint Director of Health & Well Being'.
- 4.3 Appendix 2 illustrates the recommended new structure, with Community Safety and Public Protection moving to the Joint Director of Health & Well Being. The figures below the chart indicated the staff numbers and budget for which each Director would be responsible (excluding the NHS parts of the Joint Director's responsibilities).
- 4.4 On final point concerns nomenclature. I have suggested that the concept of "Family", "Community" and "Place" are a useful way of grouping services and overcoming the 'silos' of a focus on single services; but the title "Department of Place" may not be the most readily understood by the public. The Cabinet may wish to consider this further.

5. **Financial Implications**

- 5.1 The proposed senior management organisational structure will reduce annual management costs by approximately £1 million.
- 5.2 The merging of departments and greater collaboration with partners will reduce the number of Council Corporate and Service Directors and Heads of Service (and support staff). This will be achieved through the active management of existing and vacant posts, redeployment where possible but inevitably there will be a small number of redundancies.
- 5.3 The cost of any redundancies is difficult to accurately quantify at this stage until the individuals have been identified. However, it is not anticipated that the one-off costs of any redundancies will exceed the annual savings anticipated producing a 'pay back' within one year

6. **Environmental Implications**

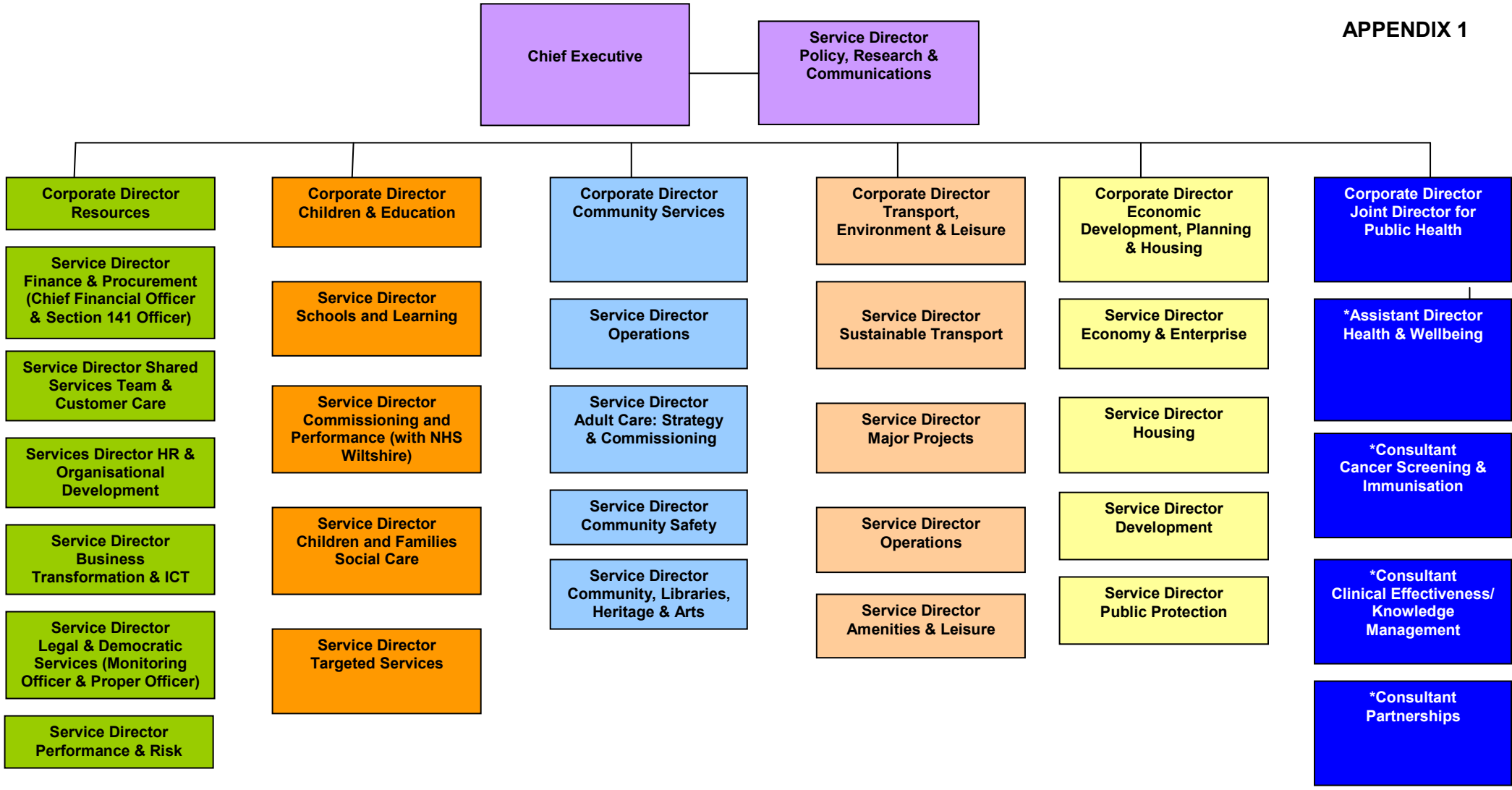
The proposals will assist the Council to focus on its environmental responsibilities.

7. **Recommendation**

The Cabinet is recommended to endorse the changes to the senior management structure of the Council which are described in this Report and summarised in Appendix 2, with effect from 1st April 2010 or earlier for specific aspects with the approval of the Leader of the Council.

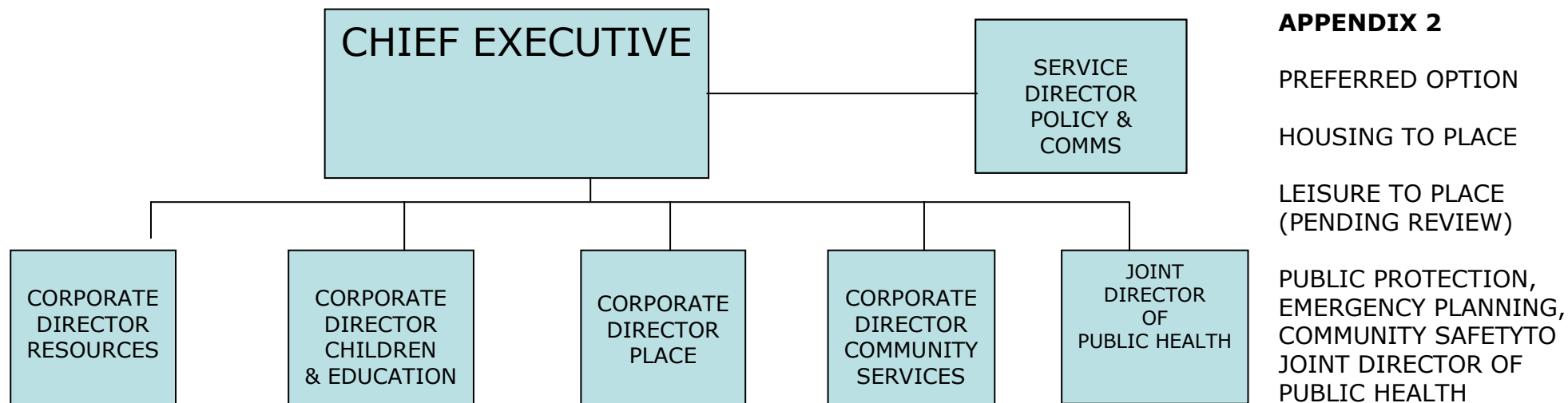
**KEITH ROBINSON
CHIEF EXECUTIVE**

The following unpublished documents have been relied on in the preparation of this Report: None



Staff numbers:	862	1084	929	1033	501
Staff Gross Revenue:	155.4m	364.3m	152.3m	117.1m	27.2m
Staff Net Revenue:	47.9m	53.9m	115.4m	87.3m	11.3m

* PCT Post



- Current Functions + *(plus)*
- Property (from TEL)

- Current Functions

- Housing } from
- Economy } EDPH
- Development Control }
- Strategic Services }
- Neighbourhood Services (incl. Leisure } from TEL
- Waste Management Services }

- Current Functions - *(minus)*
- Community Safety

- Current NHS Services + *(plus)*
- Research and Intelligence (from CEx)
- Public Protection } from EDPH (incl. Community Safety from DCS and Emergency Planning from TEL)

Staff Numbers (FTE)	942	1084	1310	929	154
Annual Revenue (gross)	164.7 m	364.3	129.7	152.3	6.03
Annual Revenue (net)	55.5 m	53.9	85.0	115.4	4.72