

**Wiltshire Council**

**Organisation & Resources Select Committee**

**18 January 2012**

---

## **Corporate Management Restructure – Update Report**

### **1. Purpose**

- 1.1. The purpose of this short report is to update members of the Resources Select Committee on progress resulting from the senior management restructure conducted September through December 2011.

### **2. Background**

- 2.1. In September 2011 Cabinet consulted on a new senior management structure; moving from a model of a Chief Executive and four Corporate Directors to a model of three Corporate Directors only. This change represents a capacity reduction of 40% and a cost saving of £400,000 p.a. in a full year.
- 2.2. The rationale, benefits and risks associated with this proposal are detailed in the original Cabinet report in Appendix 1.
- 2.3. During October and November the Chief Executive volunteered for redundancy and two of the Corporate Directors competed for a single role in the new structure. The unsuccessful candidate then volunteered for redundancy. Both the Chief Executive and unsuccessful Corporate Director have now left the council's employment.
- 2.4. The new structure shown in Appendix 2 was confirmed by the new Corporate Directors (CDs) in consultation with members and came into full effect from December 1, 2011. The CDs together with a number of Service Directors holding statutory positions form the new Corporate Leadership Team (CLT).
- 2.5. The CDs will manage the organisation both vertically down through the line management arrangements shown, and also across through the themes discussed later. This is common practice in large organisations and addresses to some extent the silo working that can exist between departments and teams of professionals.

### **3. Discussion**

- 3.1. The new Corporate Directors moved quickly to define a series of critical success factors (CSFs) for their first 90 days in position – in effect the period

December through to the end of March 2012. These are shown in Appendix 3. These are important to the Corporate Directors as they are designed to address feedback from staff and members and their own priorities for an immediate impact on the organisation.

- 3.2. With the extended Leadership Team of twenty Service Directors, they also defined the cross cutting themes by which some organisational management will be conducted in the future. These are shown in Appendix 4. These themes were defined from the members' priorities set out in the Business Plan 2011-2015.
- 3.3. Both the CSFs and the cross cutting themes provide the organisation with a focus and priority for work to be undertaken between now and the next election, May 2013. Potentially, they also provide Scrutiny with a focus for their work programme over the next sixteen months.
- 3.4. It should be noted by the Committee that there has inevitably been national interest in Wiltshire's new Leadership model from across the local government community. This interest will continue and the Executive and Corporate Directors will support that debate with appropriate input where required.
- 3.5. It is also worth noting that since Wiltshire made this change, a small number of other councils have indicated interest in potentially adopting a similar model, with Kent CC in the process of doing so.

#### **4. Outcomes**

- 4.1. It is too early to assess the outcomes associated with this change in leadership model, but it has been a good start. The organisation continues to operate well in terms of performance, budget and risk management.
- 4.2. The Leader and three CDs have met with all managers during December at a number of management forums to introduce themselves and to set out the objectives and goals for the next year or so. This will be expanded to include all 5,200 non-schools staff over the next six weeks.
- 4.3. The 90 day Critical Success Factors (CSFs) are work in progress and are on schedule to be in place and being delivered during the period.
- 4.4. The Cross Cutting Themes continue to be a focus for CLT and ELT and are the primary focus for managing objectives and delivery of the Business Plan over the next sixteen months.

#### **5. Conclusions**

- 5.1. The primary purpose of the senior management restructure has been successfully delivered with a saving in 2012/13 of £400k, £1.4m over the period of the current business plan 2011-15.

5.2. The new three Corporate Directors are working towards their 90 day critical success factors and managing the organisation through the vertical line management arrangements detailed in Appendix 2 and the Cross Cutting Themes detailed in Appendix 4.

## **6. Recommendations**

6.1. The committee are asked to note the contents of this report and consider the impact on their own work programme of the 90 day critical success factors and the cross cutting themes driven from the Business Plan.

**Dr Carlton Brand**  
**Corporate Director**

### **Attachments**

1. Senior Management Restructure Cabinet report – October 2011
2. New organisation structure chart
3. 90 Day critical success factors (CSFs)
4. Cross Cutting Themes