

**WYRE FOREST DISTRICT COUNCIL**

**COUNCIL**  
**26<sup>th</sup> JANUARY 2012**

**WYRE FOREST DISTRICT COUNCIL MANAGEMENT STRUCTURE**

<b>OPEN</b>	
<b>SUSTAINABLE COMMUNITY STRATEGY THEME:</b>	-
<b>CORPORATE PLAN PRIORITY:</b>	Delivering Together, with Less
<b>CABINET MEMBER:</b>	The Leader of the Council
<b>DIRECTOR &amp; CONTACT OFFICER</b>	Ian Miller Chief Executive
<b>APPENDICES:</b>	New senior management structures

**1. PURPOSE OF REPORT**

- 1.1 To agree the senior management structure of the Council following the recent consultation period.

**2. RECOMMENDATIONS**

The Chief Executive recommends that:

- 2.1 The Council agrees the structures set out in the appendix.
- 2.2 In accordance with section 151 of the Local Government Act 1972, the Council appoints Tracey Southall as its acting chief financial officer, with effect from 1 March 2012 until the Director of Resources has taken up his or her appointment.
- 2.3 The Council amends article 12.2 of the Constitution so that it reads as follows:

“The Council’s Appointments and Appeals Committee will engage persons for posts at the grade of Director.

The full management structure is set out in Section 18 of this Constitution.”

And to amend article 12.4 so that it reads as follows:

“The Head of Paid Service will determine and publicise a description of the overall structure of directorates of the Council showing the management structure and deployment of officers. This is set out in Section 18 of this Constitution.”

**3. BACKGROUND**

- 3.1 One 30 November the Council agreed the process to be followed in looking at the future senior management structure. A consultation paper was issued to staff and councillors on 19 December and consultation closed on 16 January. Nearly 30 responses were received from individual members of staff or from groups of staff. Careful consideration has been given to all the responses and, as a consequence, some changes have been made to the final proposals as set out in this report. A summary of the consultation responses has been circulated to staff and councillors.

**4. KEY ISSUES**

- 4.1 Overall the proposal is to retain a structure of four directors until January 2014, when the two directorates that provide (in the main) support services such as ICT, HR, legal, finance etc. would be merged into a Directorate of Corporate Services. However it is also proposed to make some significant changes to service and corporate responsibilities of the four directors with effect from March 2012. These aim better to reflect the Council's corporate priorities and to take account of known or predictable pressures arising over the coming 2 years. The reduction from four to three directors in January 2014 reflects that, at that time, a further contribution to the Council's reductions in expenditure could come from reducing the size of the senior management structure. The main changes to service responsibilities are:

- bringing together the depot-based services under a single directorate. This provides opportunities to improve operational efficiency and clear line management responsibility of the depot;
- ensuring that the Director for Economic Prosperity has the key tools that support future economic prosperity by transferring to him policy responsibility for business rate reliefs and the industrial property portfolio;
- in order to provide a balanced role for the Director for Community Well-Being, transferring responsibility for the small teams dealing with communications, performance, partnerships and Wyre Forest Forward programme management to report to the Chief Executive; and retaining a strategic policy role for the Director of Resources in respect of waste management.

- 4.2 Not all responses commented on all aspects of the proposals. Where they commented on it, the majority of responses supported the case for retaining a structure of four directors for the coming 2 years. Views about the changes of responsibilities were mixed, with more responses opposing them than supporting them. However if we acted in line with the responses, the result would be very limited change from the present structure. There is a strong case for aligning directorates with the Council's priorities and (so far as possible) with the work that we are doing on purposes under systems thinking. However it is not possible to achieve complete alignment because some

activities of the council contribute to both economic prosperity and community well-being; and it would lead to significant imbalances to group together all services/systems that have the same purpose(s). In other areas such as the medium term financial strategy, the Council is aligning resources with priorities and the proposed structure reinforces this.

- 4.3 A number of views were expressed about the names of new directorates. The proposal is to go ahead with changes that reflect the Council's priorities and the changed focus over the coming period.
- 4.4 Finally, a number of comments were made on the structure to be adopted in 2014. Many of these focussed on concerns about capacity and the need to reassess the proposals nearer the time in case there had been any significant changes in issues affecting the council. This is accepted. Systems thinking reviews are likely to lead to other changes in responsibilities during the next two years, such as the outcome of the present review of revenues and benefits.
- 4.5 The next stages are that, following Council's agreement to the structure proposed in the appendix, open recruitment of a Director of Resources will proceed with the appointment being made by the Appointments and Appeals Committee, in line with its existing terms of reference. It is hoped that the process could be completed in the next 4-6 weeks although the commencement date will inevitably depend on the circumstances of the individual appointed. Accordingly, it is necessary for Council to make an interim appointment of a section 151 officer to cover the period from 1 March.
- 4.6 The process has revealed that the drafting of article 12 of the Constitution needs improvement in order to allow for future changes to the structure of directors, while preserving the Appointments and Appeal Committee's role in appointing them, and to remove outdated references to "divisional structures".

## **5. FINANCIAL IMPLICATIONS**

- 5.1 Costs estimated at less than £10k will be incurred in the recruitment process, in particular related to use of an external recruitment company and the county council to assist with handling candidates and search activity, running an assessment centre for candidates etc. The costs will be absorbed within existing budgets.

## **6. LEGAL AND POLICY IMPLICATIONS**

- 6.1 The recommendation in respect of the role of the section 151 officer meet the legal requirements for the Council to designate one of its officers for this purpose.

## **7. EQUALITY IMPACT NEEDS ASSESSMENT**

- 7.1 A full equality assessment impact is not required as no adverse impact has been identified under the main equality strands.

**8. RISK MANAGEMENT**

- 8.1 Given the significant challenges arising from the Council's transformation programme "Wyre Forest Forward" and the financial position, there is a need to minimise risk of uncertainty and loss of capacity by making early progress with recruitment or other processes.

**9. CONCLUSION**

- 9.1 The Council is invited to endorse the changes to senior management structure.

**10. CONSULTEES**

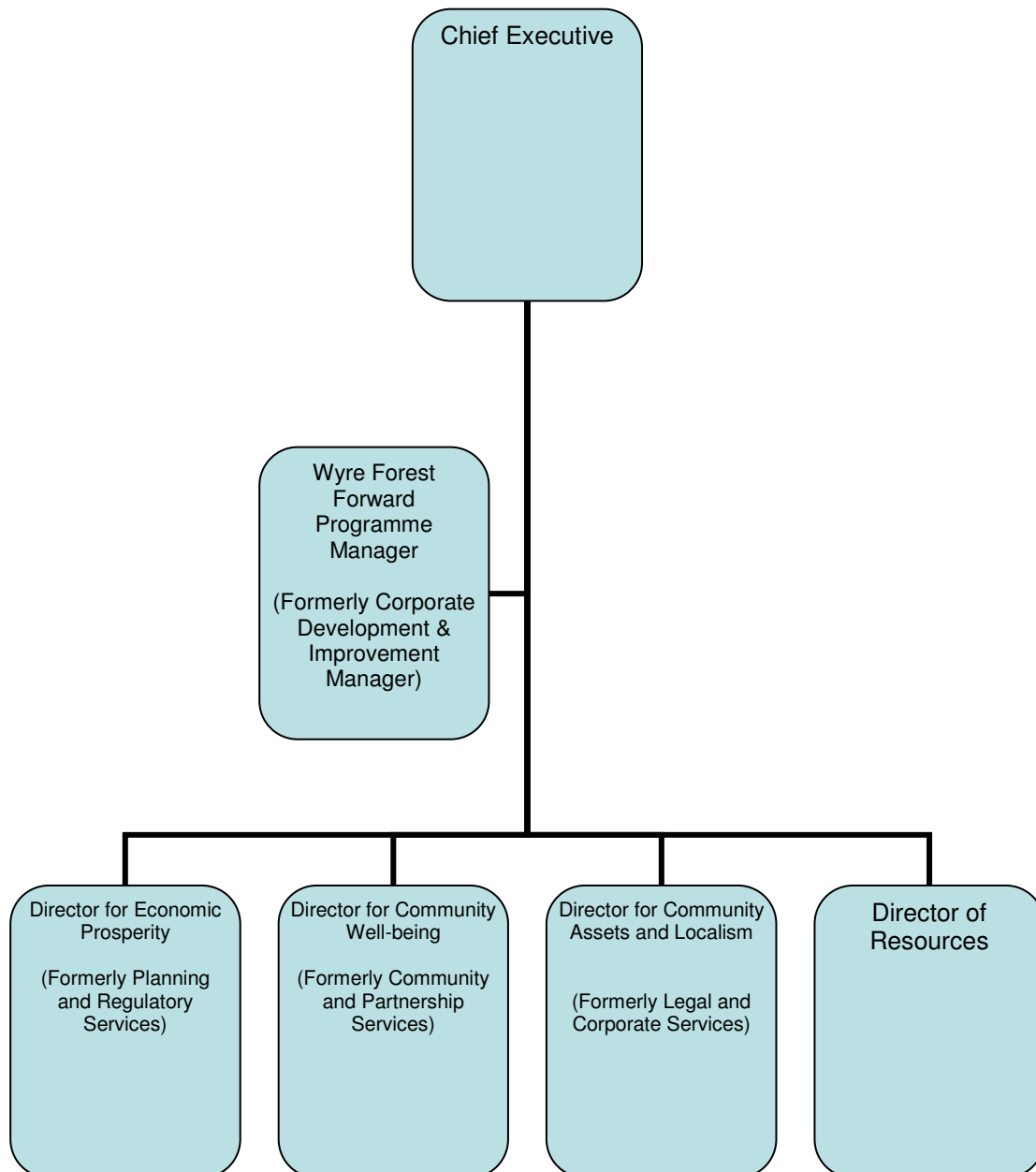
- 10.1 On this report: the Leader of the Council.  
10.2 On the consultation paper about management structure: all staff and councillors

**11. BACKGROUND PAPERS**

- 11.1 Report to Council, 30 November 2011 on process  
11.2 Consultation paper on management structure, 19 December 2011  
11.3 Summary of responses to consultation paper, January 2012

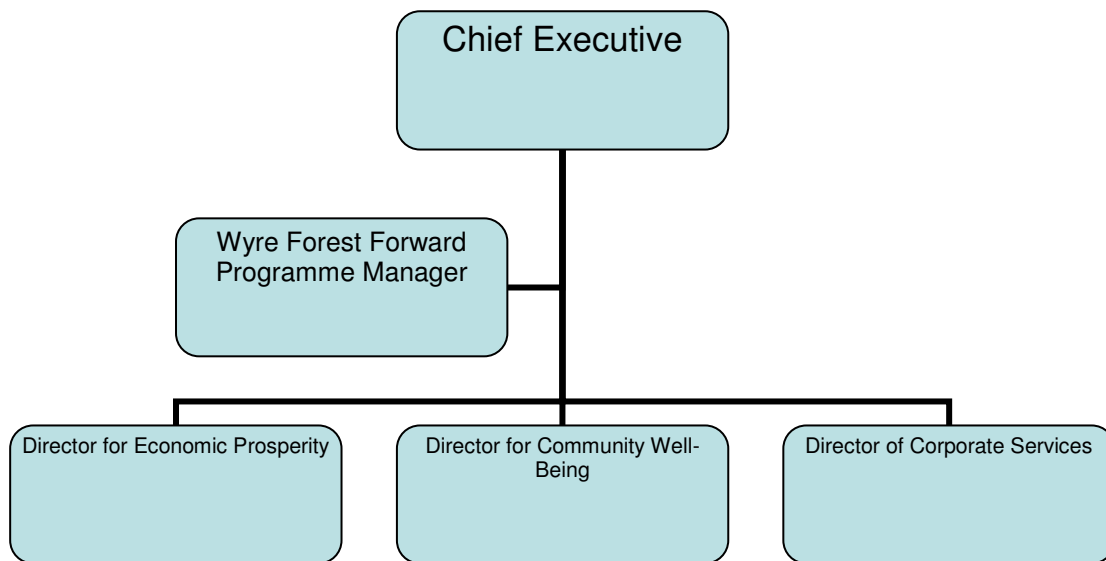
Appendix

The proposal is for the implementation of a revised structure of four directors with effect from 1 March 2012. Recruitment for the Director of Resources post on a permanent basis would commence in January/February 2012, following Council's approval of the structural changes.



A further significant reduction in senior management costs should take place by the beginning of 2014. The possibility of sharing a chief executive and/or senior management team should be considered in mid-2013, depending on circumstances at that time. If a stand-alone management team is retained, in January 2014, a structure of three directors would be implemented, with a single director responsible for corporate services. There would be consultation during the latter part of 2013 on

how a Directorate of Corporate Resources could be structured when the Resources and Community Assets and Localism Directorates merge.



## Agenda Item No. 3

### Wyre Forest District Council - Management Structure - March 2012

<b>Chief Executive</b>
Ian Miller - 01562 732702

**Wyre Forest Forward Programme Manager**  
 (Alison Braithwaite)  
 Performance Management, Civil Resilience  
 Communications, Partnerships & Equalities

Community Well-being					
Linda Collis - 01562 732900					
Customer Services • Worcestershire Hub • Support Services	Community Safety	Leisure and Countryside Services  Cultural services	• Vehicle Fleet & Depot	Refuse & Recycling  Parks & Green Spaces	Environmental Maintenance

Community Assets and Localism				
Caroline Newlands - 01562 732715				
• Monitoring Officer  • Electoral Registration & Elections  • Human Resources #	Localism agenda	• Legal Advice & Support • Committee Administration	• Land Charges	Asset Management

Economic Prosperity				
Mike Parker - 01562 732500				
North Worcestershire Economic Development & Regeneration ##  Policy on: - Business rate relief - Car parking charges - Industrial estates	Forward Planning	Development Control  Building Control ‡	Environmental Health and Licensing *	Strategic Housing Water Management‡

Resources			
To be appointed - 01562 732100			
Internal Audit  Accountancy	Procurement  Risk Management  Payroll **	Policy on welfare reform, council tax and business rates (except business rate relief)  Revenues & Benefits  Strategic policy on waste including Joint Municipal Waste Management Strategy	ICT Services

\* Since 1 June 2010 these services have been provided through Worcestershire Regulatory Services  
 \*\* Since 4 April, 2011 these services have been provided through a Shared Service with Redditch & Bromsgrove Council  
 ‡ Since November 2010 these services have been provided through a Shared Service with Worcs County Council.

## From 1 June 2011 WF is providing these services on behalf of Redditch & Bromsgrove as part of a Shared Service  
 ‡ Since November 2011 these services have been provided through a Shared Service with Redditch & Bromsgrove Councils