



# Council

14th September 2009

## Minutes

**Present:**

Councillor Malcolm Hall (Mayor), Councillor Kath Banks (Deputy Mayor) and Councillors P Anderson, M Braley, J Brunner, M Chalk, G Chance, A Clayton, B Clayton, J Cookson, D Enderby, J Field, A Fry, C Gandy, W Hartnett, N Hicks, G Hopkins, D Hunt, R King, W King, P Mould, W Norton, J Pearce, B Quinney, M Shurmer, D Smith, D Taylor and D Thomas

**Also Present:**

D Andrews (Chair, Standards Committee), M Collins (Vice Chair, Standards Committee) and C Williams (West Midlands Local Government Association)

**Officers:**

Jackie Smith, K Dicks, S Hanley, J Staniland, S Mullins and A Marklew

**Committee Services Officer:**

I Westmore

**46. WELCOME**

The Mayor opened the meeting and welcomed all present.

The Reverend Julie Humphries had kindly agreed to deputise for the Mayor's Chaplain, Canon David Rogers, who was unable to attend.

**47. APOLOGIES**

Apologies for absence were received on behalf of Councillor MacMillan.

**48. DECLARATIONS OF INTEREST**

Councillors Banks, Chance, Hartnett and Taylor declared personal and prejudicial interest in Item 7 (Executive Committee) as detailed separately at Minute 52 below.

.....  
Chair

**49. MINUTES**

**RESOLVED that**

**subject to the deletion of Councillor Cookson's name from the list of those voting against the original motion to approve, subject to the agreed amendments, the Executive Committee's Recommendation 2 in relation to Minute 41, (Shared Services Board – Business Case), the minutes of the meeting of the Council held on 27th July 2009 be confirmed as a correct record and signed by the Chair.**

**50. REDDITCH RUGBY CLUB - LEAGUE CHAMPIONS**

The Council held a Civic Reception immediately prior to the meeting at which Redditch Rugby Club were honoured for achieving league championship successes during the last two rugby union seasons. The club had won the Midlands Six South West Division in the 2007/08 season followed by victory in the Midlands Five West South Division during the 2008/09 season.

There was an exchange of gifts between the Mayor and the rugby club Chairman, Mr Tom Cresswell, and it was formally

**RESOLVED that**

**the warm congratulations of the Council to Redditch Rugby Club on their achievements in the past two seasons be placed on record.**

**51. COMMUNICATIONS AND MAYOR'S ANNOUNCEMENTS**

The Mayor's communications and announcements were considered under the following headings:

a) Announcements of losses to the Borough

It was with regret that the Mayor announced the death of former Councillor and District Council Chairman, John Coleman.

The Mayor also recorded the passing of two other significant local characters, Mr John Emms a popular professional and amateur actor and Mr Philip Rowland, secretary of the Redditch Disabled Access Group.

The Mayor announced the death of Lance Corporal Dale Hopkins of the Paratroop Regiment who had been killed in action in Afghanistan. The funeral for Lance Corporal Hopkins had been attended by the Mayor and a number of other Councillors.

It was with regret that the Mayor announced the death of another member of the Mercian Regiment, Acting Sergeant Michael Lockett MC of the local 2nd Battalion, who had been killed in action in Afghanistan.

The Mayor asked the Council to join him in a minute's silence and stated that he either already had or was proposing to send the Council's condolences to the families of the bereaved, as appropriate.

b) Mercian Regiment – Returning Home Parade

The Mayor announced that two dates were being consulted upon for a Returning Home Parade through the town by the 2nd Battalion the Mercian Regiment in the spring of 2010. The proposed dates were Saturday 6th or Saturday 20th March 2010.

c) Bus Shelter Artwork

The Mayor drew Members' attention to the signed and framed prints on display in the Chamber. The artwork had been created in collaboration with local young people and used to adorn a number of the bus shelters around the town. The Council was delighted to have received the copies of the original artwork and it was agreed that Officers be requested to investigate the permanent siting of these initial pieces around the Council Chamber.

d) Ron Passingham

The Mayor asked the Council to join him in congratulating ex-Mayor and ex-Councillor Ron Passingham on reaching the age of 90 at the beginning of September.

e) Mayor's Announcements

The Mayor advised that since the previous meeting of the Council he had attended various functions, including: Redditch Ability Football Club presentation evening, a Monks Supper at Wychavon, the opening of the Massala Club restaurant at Headless Cross, the Graffiti art project at Batchley, the unveiling of the Youth Arts project skate ramps at Lowlands Lane skate park, a Scarecrow Day competition at Arrow Valley Countryside Centre, the welcome service for the Reverend Bob Thomas at the Ecumenical Centre, a visit to the County Air Ambulance Service at its Strensham base, the Council's Best Garden Competition, the Masonic Open Day, the "Freedom" event at Forge Mill and a Civic Service at Tenbury

The Mayor thanked Councillor Banks for stepping in and taking on engagements he had been unable to attend.

f) Forthcoming events

The Mayor advised that forthcoming events included, the West Midlands Ambulance Service Awards Ceremony, the 150<sup>th</sup> Birthday of Redditch Railways, the “We are Redditch” cultural community event in the Town Centre, Civic Services at Bromsgrove DC and Upton upon Severn TC and the County Harvest Festival at Worcester Cathedral.

g) Urgent Business

The Mayor advised that he had accepted late papers for consideration in respect of:

Item 12 – CCTV Lifeline Shared Services Business Case – Procurement Process; and

Item 13 – Minutes of the meeting of the Shared Services Board on 8th September which had been circulated to Members at the end of the previous week and were now being tabled, together with a proposal for a Joint Appointments Committee, to be considered with the SSB recommendations.

h) Additional matters

During consideration of the Mayor’s announcements, he gave permission to a number of Members to make further announcements in relation to matters not listed on the agenda, namely:

i) Wolverhampton Swimming Gala

The Deputy Mayor recounted her experience at a recent swimming gala in Redditch attended by a number of local young people. The young swimmers, who trained at Hewell Road, showed great commitment and were reported to be a credit to the Borough.

ii) Congratulations and plaudits

The Council Leader congratulated the Council’s Landscape and Countryside staff on gaining Green Flags for the Arrow Valley Park and Morton Stanley Park.

The Council’s Contact Centre staff were also congratulated on winning the Contact Centre Technology Award at the Good Communication Awards 2009.

The Leader made special mention of Anti-Social Behaviour Co-ordinator, Martin Kingscott, who had bravely come to the aid of a woman and her young daughter in Birmingham, tackling an assailant who was armed with a knife. She remarked that she was very proud of his actions.

## **52. EXECUTIVE COMMITTEE**

Members received the minutes of the meetings of the Executive Committee held on 10th June, 22nd July and 27th July 2009 and the decision notices of the meetings of the Executive Committee on 12th and 26th August 2009.

In addition, in relation to the Executive Committee minutes of 1st July 2009, in respect of minute 36 (Insurance Premium Savings), Members' received additional information with regard to the need to amend Resolution 36.3 (giving delegated authority to an Officer of the Council) to a recommendation for the Council's consideration, as detailed in Paragraphs 2 and 3.1 of the Matters Arising report.

In respect of minute 43 (Delegations to Officers – Enforcement Powers), Members also received additional information comprising a further explanation of the delegations as set out in paragraphs 3.3 and 3.4 of the Matters Arising report.

### **INSURANCE PREMIUM SAVINGS – CONSORTIUM TENDER (Minute 36)**

#### **RESOLVED that**

- 1) authority be delegated to the Head of Financial, Revenues and Benefits Services, in consultation with the Risk Monitoring Group and the relevant Portfolio Holder, to utilise these monies;**

### **SCHEME OF DELEGATION TO OFFICERS – PLANNING SERVICES AMENDMENTS RELATING TO PLANNING ENFORCEMENT AND PLANNING OBLIGATIONS (Minute 43)**

#### **RESOLVED that**

- 2) the update to the recommendation, as set out in paragraphs 3.3 and 3.4 below, in respect of the implementation of the new scheme be noted;**

## MINUTES AND DECISION NOTICES

### RESOLVED that

- 3) the minutes of the meetings of the Executive Committee held on 10th June, 22nd July and 27th July be received and adopted;
- 4) the decision notice of the meeting of the Executive Committee held on 12th August 2009 be received and all recommendations approved; and
- 5) the decision notice of the meeting of the Executive Committee held on 26th August 2009 be received and all recommendations approved, subject to:

**in respect of Minute 101 (Governance Arrangements – Adoption of Written Role Descriptors)** it being recorded, in accordance with Standing Order 16, that Labour Group Members did not support the proposal so approved;

**in respect of Minute 102 (Irrecoverable Debts – Market Kiosks)** the assertion from Officers that the information in Appendix 2 to this report was now considered to be suitable to be in the public domain (subject to removal of named Officers) being formally recorded;

**in respect of Minute 103 (Overview and Scrutiny Committee)** it being noted that the Overview and Scrutiny Committee had been requested to reconsider the proposed size of the Crime and Disorder Scrutiny Panel; and

**in respect of Minute 110 (Arrow Valley Social Club)** it being noted that Officers had undertaken to provide a written response to Councillor Hartnett in respect of the actions that had followed the decisions taken in respect of this matter; and

(Prior to consideration of this item, and in accordance with the requirements of Section 81 of the Local Government Act 2000, Councillors Banks, Chance, Hartnett and Taylor declared a personal and prejudicial interest in view of their personal connection to (Taylor) or as Board Members of (Banks, Chance and Hartnett) Redditch Co-operative Homes.

**53. REGULATORY COMMITTEES**

The Council received the minutes of recent meetings of the Audit and Governance and Planning Committees.

**RESOLVED that**

- 1) **the minutes of the meeting of the Audit and Governance Committee held on 4th August 2009 be received and adopted and all recommendations approved; and**
- 2) **the minutes of the meetings of the Planning Committee held on 14th July and 11th August 2009 be received and adopted.**

**54. URGENT BUSINESS - RECORD OF DECISIONS**

Members noted two Urgent Business decisions which had been approved in accordance with Standing Order 36, namely:

The Redditch Borough Council Group Life Assurance Scheme  
(UB Reference 478)

GCSx (Government Connect Secure Exchange) Personal Commitment Policy  
(UB Reference 479)

**RESOLVED that**

**the matters be noted.**

**55. URGENT BUSINESS - GENERAL (IF ANY)**

There were no separate Urgent Business items to be considered at the meeting.

**56. EXCLUSION OF THE PUBLIC**

**RESOLVED that**

**under S.100 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, with the exception of Mr Colin Williams of the West Midlands Local Government Association, the public be excluded from the meeting for the following matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 and 4 of Part 1 of Schedule 12(A) of the said Act, as amended.**

**CCTV and Lifeline Shared Services Business Case –  
Procurement Process (as detailed at minute 57, below)**

**Shared Services Board – Recommendations (as detailed at  
minute 58, below).**

**57. CCTV AND LIFELINE SHARED SERVICES BUSINESS CASE -  
PROCUREMENT PROCESS**

The Council considered a report seeking authority to proceed with procurement processes relating to the CCTV Lifeline Shared Services proposal to meet required timelines.

**RESOLVED that**

**authority be delegated to the Director of Housing, Leisure and Customer Services to commence the procurement process in advance of consideration of the recommendations of the Executive Committee of the business case for a shared service for CCTV and Lifeline services and their referral to full Council on 26th October 2009.**

During the consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed relating to expenditure proposed to be incurred by the Council in future contracts, disclosure of which was not considered to be in the public's best interests.

There is nothing exempt, however, in this record of the proceedings.)

**58. SHARED SERVICES BOARD**

The Council considered and approved detailed proposals for a single team of Officers to manage both Redditch and Bromsgrove Councils.

The report, and subsequent debate, was considered in confidential session in view of the fact that information relating to individual Officers and their financial affairs, together with labour relations matters still under negotiation, was to be discussed. It was agreed that as full as possible a public record be provided, as soon as possible after the meetings of both Redditch and Bromsgrove Councils had taken place. The following is the full list of decisions taken at the meeting:



The Council AGREED that

- 1) subject to the change of title of the proposed Assistant Chief Executive to 'Director of Policy, Performance & Partnerships', the proposed Single Management Structure attached at Appendix 3 to the Shared Services Board (SSB) report be adopted for formal consultation with the affected staff and trade unions;
- 2) the proposed Timetable attached at Appendix 5 to the SSB report be approved, together with the Ringfencing proposals detailed in the preamble to the SSB minutes of the 8<sup>th</sup> September 2009 (Minute 5 d) final paragraph - Recruitment and Selection Processes refers \*);
- 3) the proposal to seek volunteers from the directly affected staff in the first instance for Voluntary Compulsory Redundancy / Early Retirement, in order to minimise the number of Compulsory Redundancies, be approved;
- 4) the proposal to make a payment, subject to consultation with the affected staff and trade unions, of pay in lieu of notice (PILON) to anyone unsuccessful in securing a post on the Single Management Team be approved, for the reasons outlined at section 13.12 of the SSB report, from 30th March 2010;
- 5) the proposed salary levels of the Single Management Team posts, as independently evaluated and outlined at paragraph 4.16 of the SSB report, be approved; all new posts to have an incremental salary range, with progression subject to satisfactory performance;
- 6) it be noted that independent advice on outstanding job evaluation to existing members of the Corporate Management Team for Redditch Borough Council has been sought and the potential impact on severance costs also be noted;
- 7) it be noted that the offer of employment contracts to members of the Single Management Team may need to be provisional because of the more detailed work on terms and conditions that is required;
- 8) the potential need for the application of salary protection, where displaced members of the existing management teams may be redeployed into lower level posts within the proposed new structure, be noted;

- 9) the preliminary response of the recognised trade unions to the timetable and proposed structure be noted;
- 10) the projected savings of £1.282m over the 5 year period arising as a result of the Single Management Team proposals be noted and endorsed;
- 11) the sum quoted in the main body of the SSB report be split between the two Councils and released from balances to cover the potential costs associated with progressing to a Single Management Team;
- 12) a potential Capitalisation direction be pursued from the Department of Communities and Local Government;
- 13) a Joint Appointments Committee be appointed, comprising three members of each Council for proposed new posts reporting directly to the Joint Chief Executive; and that Terms of Reference and Redditch Borough Council membership be agreed as follows:

"CHIEF OFFICER JOINT APPOINTMENT COMMITTEE"

(RBC) Approved Terms of Reference

*In accordance with the Councils' Constitutions (including the Officer Employment Procedure Rules) and relevant approved employment policies, to deal with all processes in connection with the recruitment of "Chief Officers, Deputy Chief Officers and Political Advisers" other than those specifically reserved to the full Councils or delegated to the Joint Chief Executive / Joint Head of Paid Service; and*

- A. *in the case of the Head of Paid Service, to make recommendations to the Council on any proposed appointment; and*
- B. *in the case of other "Chief Officers, Deputy Chief Officers or Political Advisers" (currently Executive Directors and Assistant Chief Executive only [under whatever titles are finally agreed]), to act with full authority on any proposed appointment, in consultation with the Joint Chief Executive.*

Membership

*3 members from each Council.*

***(RBC members to comprise the Leaders of the 3 Party Groups: Cllr Gandy (Cons), Cllr Hartnett (Lab) and Cllr Hall (LD).***

*At least one of the above Members from each Council to be also a member of the Council's Executive Committee / Cabinet.*

*The Chair(man) to be elected at the commencement of each meeting of the Committee.*

Voting

*Each member of the Committee to have one vote; the Chair(man) to have a second or casting vote.*

- 14) **the Shared Services Board Concordat be reviewed;**
- 15) **the Executive Director (Section 151 Officer) and Head of Legal Equalities and Democratic Services be designated as each Council's Section 151 Officer and Monitoring Officer respectively;**
- 16) **a conflicts management policy be created; and authority delegated to the Joint Chief Executive to prepare this, in consultation with both Councils' statutory officers, subject to further report;**
- 17) **an overarching shared services agreement be created to enable the Officers of one authority to deliver services on behalf of the other authority, subject to further report;**
- 18) **the need for external support to support both Councils in recruitment to the Single Management Team, be agreed subject to further report;**
- 19) **the support mechanisms (outlined at paragraph 13.2 of the SSB report) that are proposed to support affected staff throughout this period, be agreed; and**
- 20) **further harmonisation of the two Councils' Terms and Conditions of employment be sought, subject to appropriate staff and Trade Union consultation, and further reports to both authorities.**

(In view of his previously declared personal interest in matters relating to Officer salaries, Chief Executive Mr Dicks left the room while discussion took place on this matter.)

(Labour Group voting was, on Labour Members' requisition, recorded as follows:

Recommendations 1), 5) and 10) – Labour Group opposed;  
Recommendations 2), 11) and 12) – Labour Group abstained.  
Other 14 recommendations supported by Labour Group.)

(Appendices 1 to 5 of the Shared Services Board report attached.)

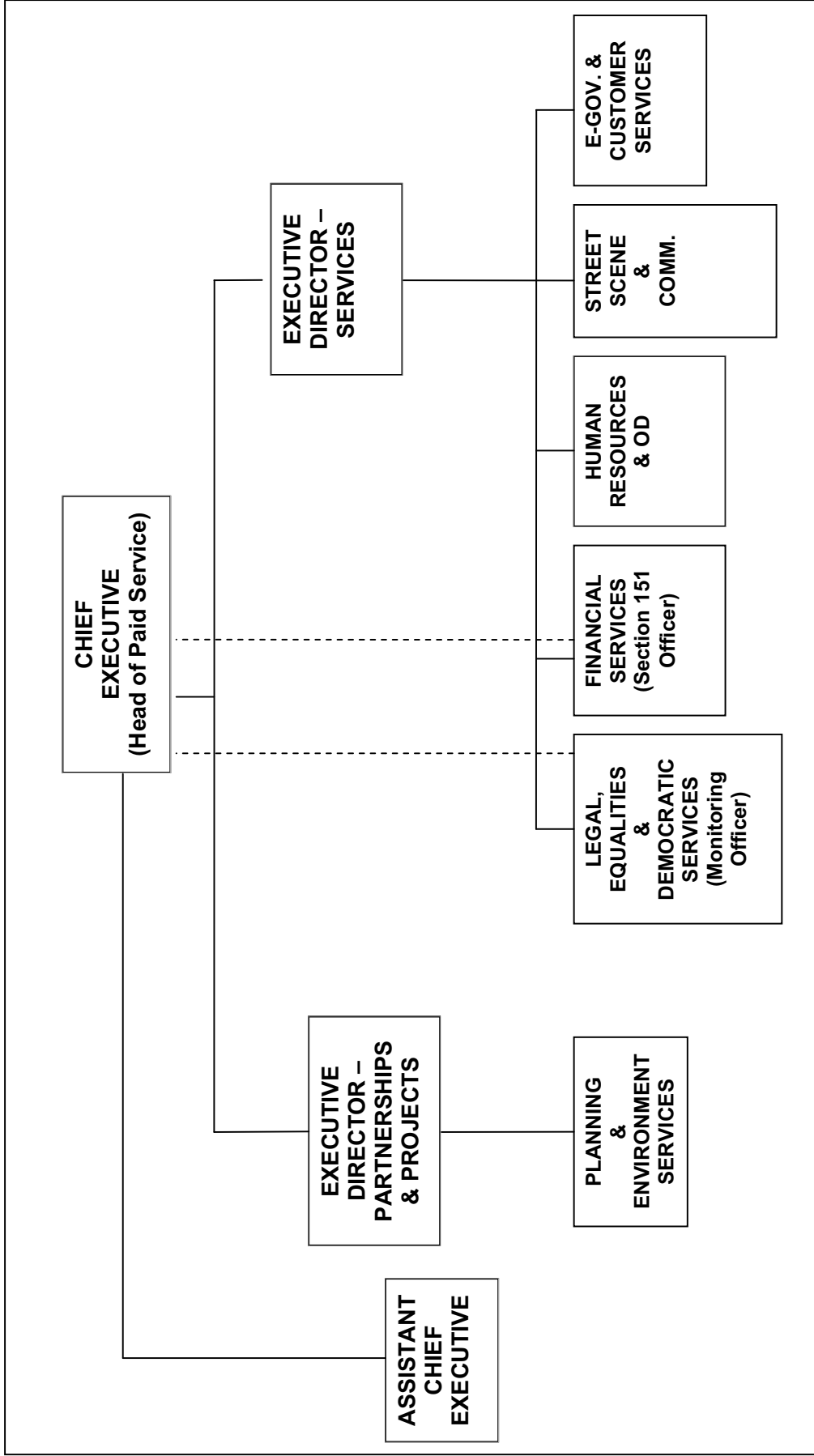
(During the consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed relating to contemplated consultations or negotiations in connection with labour relations matters between the authority and employees of the authority, disclosure of which was not considered to be in the public's best interests.

There is nothing exempt, however, in this record of the proceedings.)

The Meeting commenced at 7.00pm  
and closed at 10.12pm.

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Chair

**BROMSGROVE DISTRICT COUNCIL MANAGEMENT STRUCTURE**



**EXECUTIVE DIRECTOR (SERVICES) – Tony Beirne**

<p>Joanne Pitman</p> <p><b>Head of Human Resources &amp; Organisational</b></p> <ul style="list-style-type: none"> <li>• Human Resources &amp; Welfare</li> <li>• Organisational Development</li> <li>• Training &amp; Development</li> <li>• Health &amp; Safety</li> <li>• Diversity/Equalities</li> <li>• Social Inclusion</li> <li>• Workforce Planning</li> <li>• Succession Planning</li> <li>• Payroll</li> <li>• Member Development</li> </ul>	<p>Claire Felton</p> <p><b>Head of Legal, Equalities &amp; Democratic Services</b></p> <ul style="list-style-type: none"> <li>• Professional Legal Advice &amp; Services</li> <li>• Election &amp; Electoral Services, Periodic Electoral Review</li> <li>• Civic Support</li> <li>• Democratic Services &amp; Member Support</li> <li>• Corporate Administration/ Central Post Opening &amp; Reception</li> <li>• Knowledge Management</li> <li>• Monitoring Officer Role, Probity &amp; Standards</li> <li>• Advice to Parishes</li> <li>• Freedom of Information, Data Protection</li> <li>• Property, Assets &amp; Facilities Management</li> </ul>	<p>Jayne Pickering</p> <p><b>Head of Financial Services</b></p> <ul style="list-style-type: none"> <li>• Accounts &amp; Financial Management &amp; Advice</li> <li>• Corporate Income &amp; Debt Management</li> <li>• Procurement</li> <li>• Revenues &amp; Benefits</li> <li>• Audit (additional reporting Line to Corporate Director, Resources)</li> <li>• Risk Management</li> </ul>	<p>Deb Poole</p> <p><b>Head of E-Government &amp; Customer</b></p> <ul style="list-style-type: none"> <li>• I.C.T.</li> <li>• E Government</li> <li>• E Commerce</li> <li>• Website</li> <li>• Printing &amp; Reprographics</li> <li>• Customer Service Centre</li> <li>• Business Process Re-engineering (BPR)</li> </ul>	<p>Mike Bell</p> <p><b>Head of Street Scene &amp; Community</b></p> <ul style="list-style-type: none"> <li>• Car Parks/Shopmobility</li> <li>• CCTV &amp; Lifeline Operation &amp; Development</li> <li>• Street Scene</li> <li>• Street Cleansing</li> <li>• Grounds Maintenance</li> <li>• Highways</li> <li>• Cesspools/Sewers</li> <li>• Public Conveniences</li> <li>• Refuse &amp; Recycling</li> <li>• Waste Management, Policy, Promotion, Management</li> <li>• Fly Tipping, Bill Posting</li> <li>• Abandoned Vehicles</li> <li>• Pest &amp; Dog Controls</li> <li>• Engineering Design</li> <li>• Community Cohesion &amp; Community Safety</li> <li>• Community Transport/Bus Passes/ Concessionary Fares</li> <li>• Grant Aid</li> <li>• Health Education/Interventions</li> <li>• Arts Development</li> <li>• Sports Development</li> <li>• Children &amp; Young People</li> <li>• Older People</li> <li>• Voluntary Sector &amp; Community Networks, Grant Aid</li> <li>• Tourism Development</li> <li>• Museum</li> <li>• Leisure/Sports Centres/Dual Use Facilities</li> </ul>
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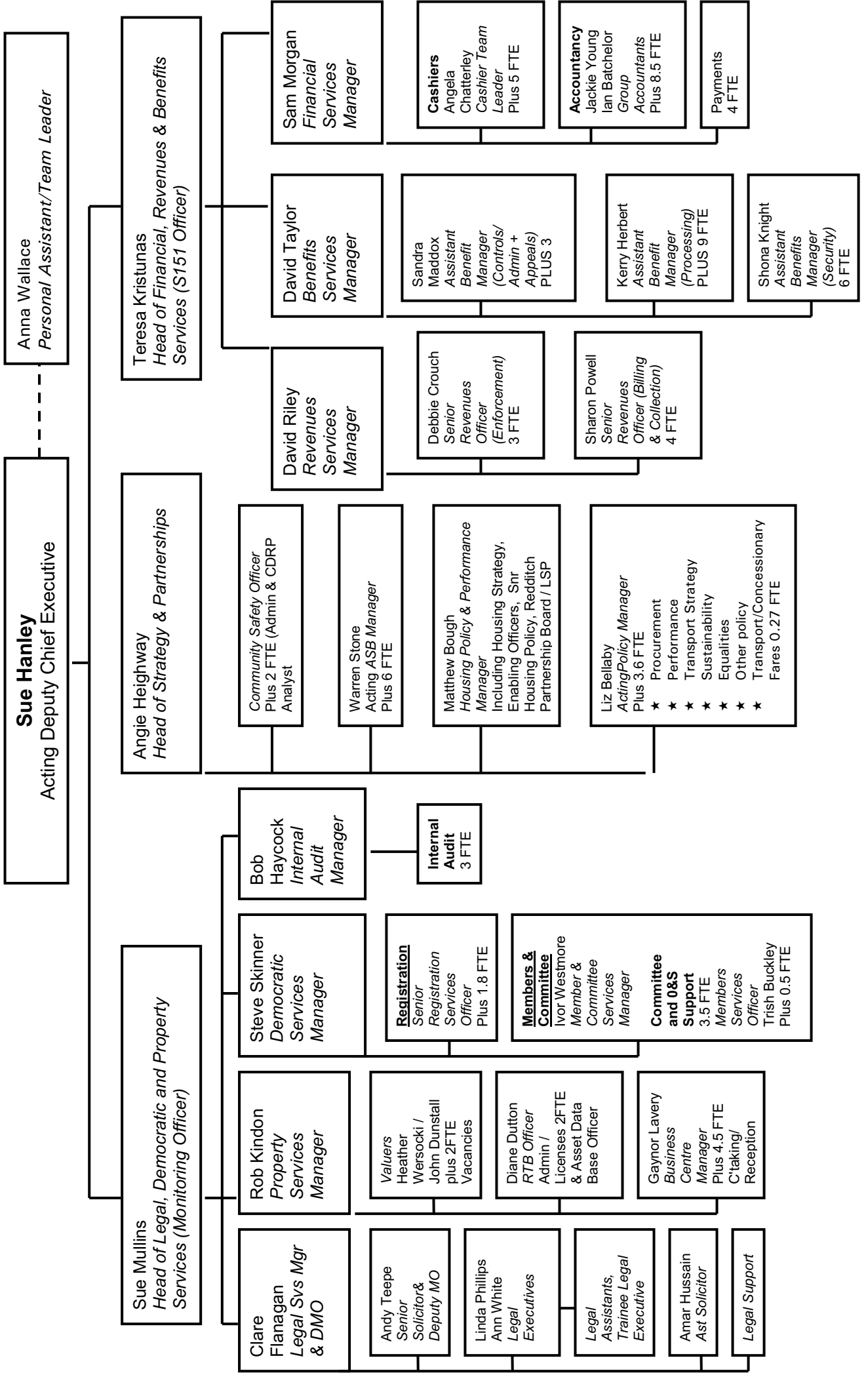
<p>David Hammond</p>
<p><b>Head of Planning &amp; Environment Services</b></p> <p>(Regulatory Services)</p> <ul style="list-style-type: none"> <li>•Planning &amp; Local Development Framework</li> <li>•Development Control</li> <li>•Building Control</li> <li>•Licenses (all)</li> <li>•Land Charges</li> <li>•Environmental Health/Protection/ Enforcement</li> <li>•Public Health &amp; safety</li> <li>•Food Safety</li> <li>•Emergency Planning</li> <li>•Conservation</li> <li>•Improvement Grants</li> <li>•Travellers</li> <li>•Agenda 21 (Energy Efficiency)</li> <li>•Housing Strategy and Enabling Role etc.</li> </ul>



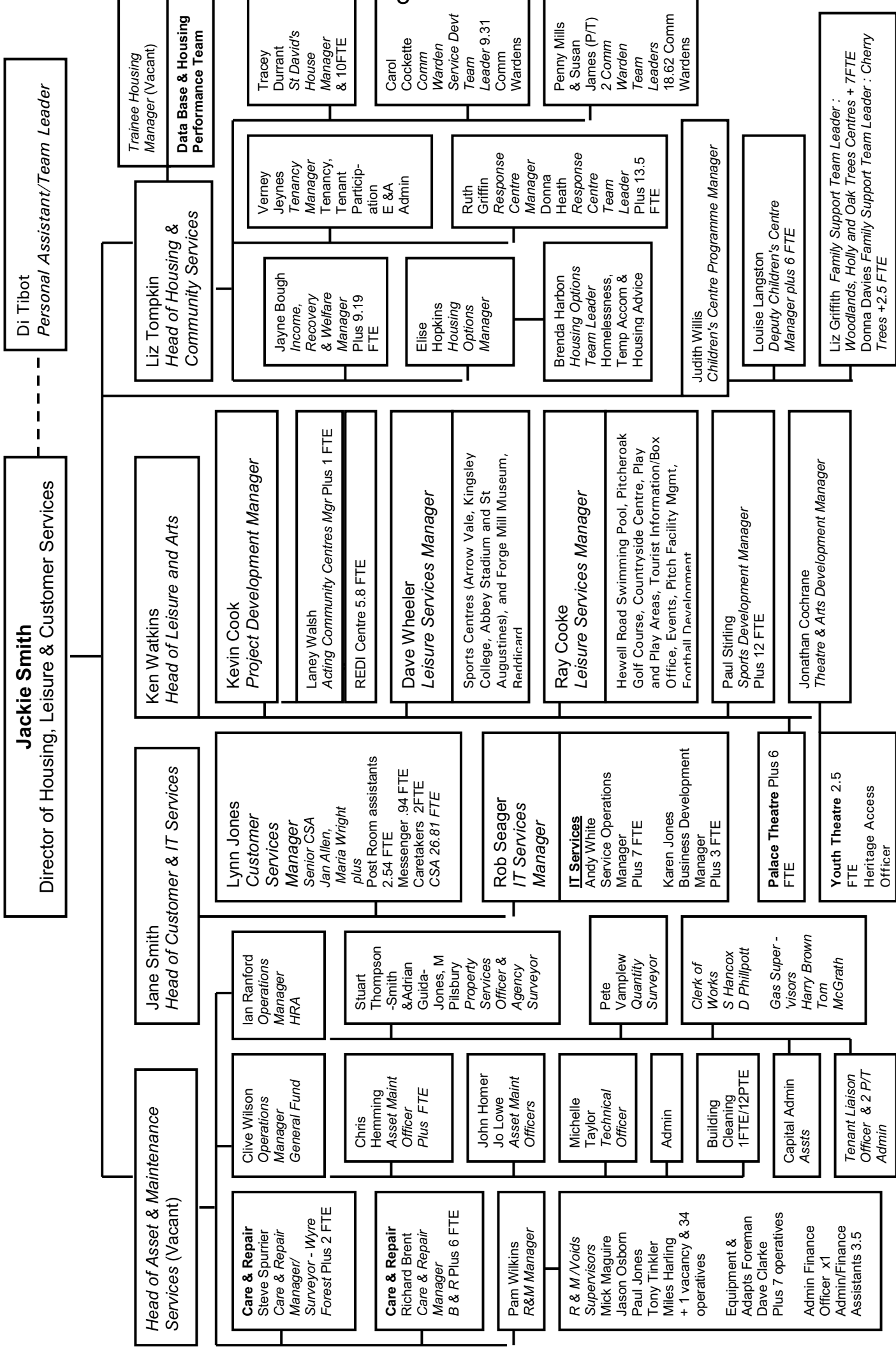




**ACTING DEPUTY CHIEF EXECUTIVE DIRECTORATE**



# HOUSING, LEISURE & CUSTOMER SERVICE DIRECTORATE



**ENVIRONMENT & PLANNING DIRECTORATE**

**John Staniland**  
Acting Director of Environment & Planning

Nigel Boot  
Personal Assistant (Seconded)

**Terry Horne**  
Head of Operations

**Transport & Supplies**  
Paul Mills  
Manager  
Plus 11 FTE

**Landscape & Cleansing**  
Dave Kesterton  
Manager  
Plus 69 FTE

**Waste Collection Services**  
Liz Williams  
Manager  
Plus 22 FTE

**Admin & Finance**  
Jeanette Flitcroft  
Team Leader  
Plus 4.49 FTE

**Directorate Support**

**Crematorium/ Cemeteries**  
Ian Gregory  
Bereavement Services Manager  
Plus 5.07 FTE

**Market**  
Darren Hawkins  
Acting Assistant Market Supervisor

**Shopmobility & Dial-a-Ride**  
Barbara Krasniewicz  
Acting Dial a Ride & Shopmobility Manager  
Sue Cobby  
Acting Shopmobility Supervisor  
Plus 3.71 FTE  
Jan Smith  
Dial-A-Ride Supervisor  
Plus 8.27 FTE

**Guy Revans**  
Head of Environment

**Waste Management Services**  
Sue Horrobin  
Manager Plus 5.5FTE

**Landscape & Countryside Services**  
Carl Walker  
Manager Plus 8 FTE

**Environmental Health**  
Lisa Roberts  
Environmental Health Manager  
Food/Health & Safety 4 FTE  
Pollution / Private Sector 5 FTE  
Plus 2 FTE

Dog Warden Contractor & Rat Control Contractor

Sue Garratt  
Taxi Licensing Manager  
Plus 3.5 FTE

**Ruth Bamford**  
Acting Head of Planning & Building Control

**Building Control**  
Building Control Manager  
Colin Audritt  
Plus Building Surveyors

**Development Plans**  
Emma Baker  
Acting Development Plans Manager  
Plus 4 FTE

**Development Control**  
Ailith Rutt  
Development Control Manager  
Plus 8 FTE

**Economic Development**  
Georgina Harris

**Elaine Storer**  
Head of Human Resources & Communications

**Becky Barr**  
Human Resources Development Manager

**Human Resources**  
Catherine Tedstone & Lindsey Wood  
HR Officer  
Plus Admin Support  
HR Support Officer  
Sue Richards  
Organisational Development Officer  
Plus Admin Support

**Payroll**  
Vacant  
Senior Payroll Officer  
Payroll Officer & Assistant Payroll

**Communications**  
Andrian Marklew  
Communications & Marketing Manager  
Helen Halls & Angela Walsh  
Media & Comms Officers  
Plus Admin Assistant

**Design & Print**  
Bobbie Ashby  
Senior Design & Print Officer  
Design & Print 2 FTE  
Print & Reprographics 2 FTE

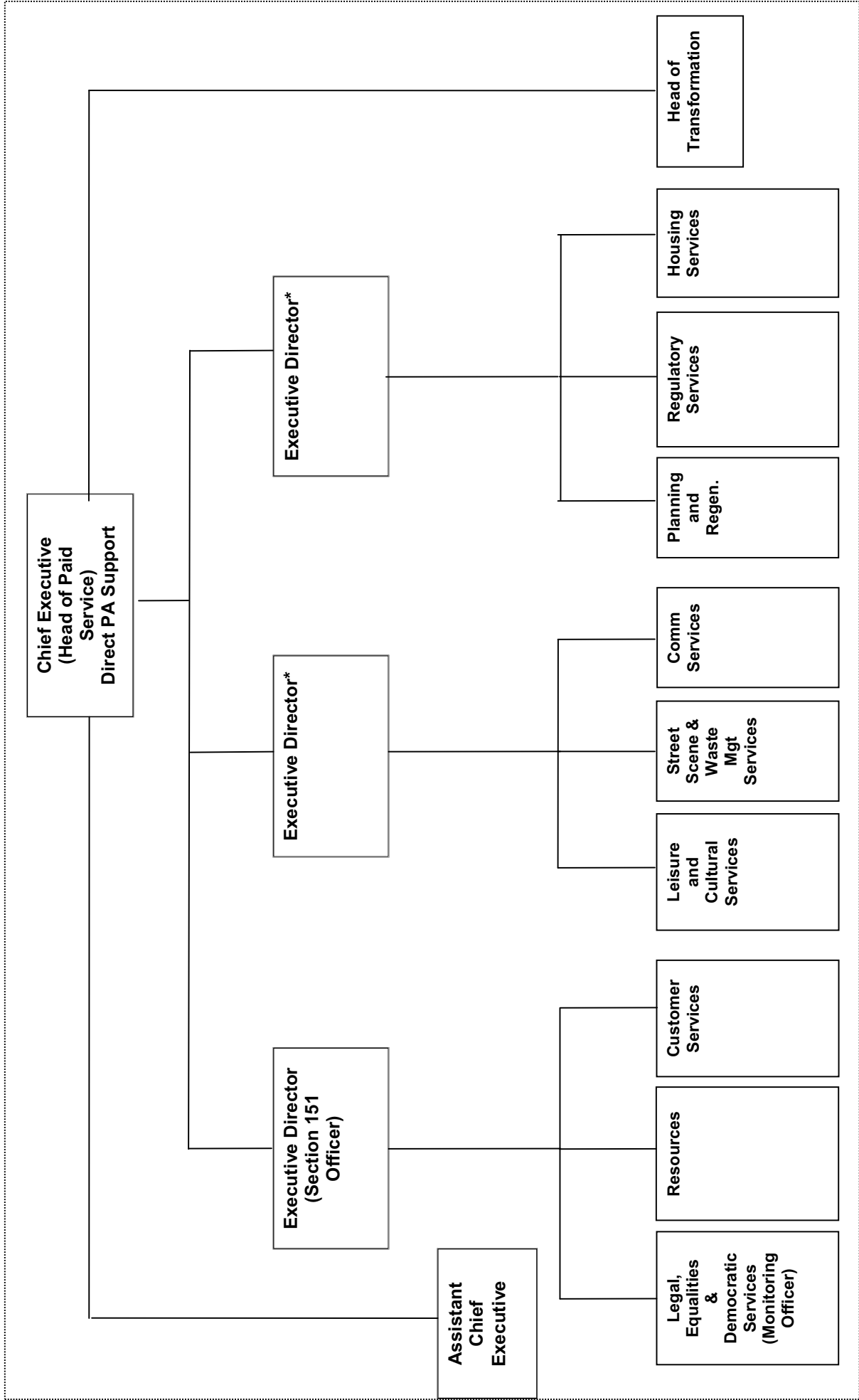
**Health & Safety**  
John Walker  
Health & Safety Manager  
Plus Fire Risk Officer & Admin Assistant

Ron Colebrook  
Job Evaluation Project Officer  
Plus JE Admin Officer

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# Bromsgrove District Council and Redditch Borough Council – Proposed Single Management Structure (subject to consultation)



Head of Transformation	
	<ul style="list-style-type: none"> <li>• I.C.T.</li> <li>• Business Development</li> <li>• E Government</li> <li>• Web Development</li> <li>• Printing &amp; Reprographics</li> <li>• GIS</li> <li>• Transformation, Business Process Re-engineering and Lean Systems</li> <li>• Information Management</li> <li>• Freedom of Information, Data Protection, Records Management</li> <li>• Organisational Development (including Workforce Planning and Succession Planning)</li> <li>• Training &amp; Development</li> </ul>

Assistant Chief Executive	
	<ul style="list-style-type: none"> <li>• LSP &amp; Other Strategic Partnerships</li> <li>• Performance Management &amp; Improvement</li> <li>• Policy (excluding service specific strategy)</li> <li>• Consultation &amp; Community Engagement</li> <li>• Communications, Marketing and Promotion</li> <li>• Customer Insight</li> <li>• Special Projects</li> <li>• Inspections (CAA etc)</li> <li>• Complaints</li> <li>• Civic Support</li> <li>• Corporate Administration/ Central Post Opening &amp; Reception</li> <li>• Climate Change / Agenda 21(Energy Efficiency)</li> </ul>



**EXECUTIVE DIRECTOR**

<p><b>Head of Legal, Equalities &amp; Democratic Services</b></p> <ul style="list-style-type: none"> <li>• Professional Legal Advice &amp; Services</li> <li>• Right to Buy</li> <li>• Election &amp; Electoral Services, Periodic Electoral Review</li> <li>• Democratic Services &amp; Member Support</li> <li>• Monitoring Officer Role, Probity &amp; Standards</li> <li>• Governance</li> <li>• Advice to Parishes</li> <li>• Member Development</li> <li>• Equalities &amp; Diversity</li> </ul>	
<p><b>Head of Resources</b></p> <ul style="list-style-type: none"> <li>• Accounts &amp; Financial Management &amp; Advice</li> <li>• Corporate Income &amp; Debt Management</li> <li>• Procurement</li> <li>• Revenues &amp; Benefits</li> <li>• Audit</li> <li>• Risk Management</li> <li>• Payroll</li> <li>• Property, Assets &amp; Facilities Management (including Caretakers)</li> <li>• Human Resources &amp; Welfare</li> <li>• Health &amp; Safety</li> </ul>	
<p><b>Head of Customer Services</b></p> <ul style="list-style-type: none"> <li>• Customer Service Centre</li> <li>• One Stop Shops</li> <li>• Cashiers</li> <li>• Customer First</li> <li>• Customer Access and Customer Engagement</li> </ul>	

\* One Director will take the lead for Redditch issues and one for Bromsgrove issues.  
 One Director will also be designated as Deputy Joint Chief Executive and act as Head of Paid Service in Joint Chief Execs absence.

**EXECUTIVE DIRECTOR**

<p><b>Head of Leisure and Cultural Services</b></p> <ul style="list-style-type: none"> <li>• Leisure/Sports Centres/Dual Use Facilities</li> <li>• Sports and Recreation Development</li> <li>• Arts Development</li> <li>• Children &amp; Young People, Play</li> <li>• Health Education/Interventions</li> <li>• Parks and Open Spaces</li> <li>• Allotments</li> <li>• Museum</li> <li>• Events</li> <li>• Community Centres</li> <li>• Theatre</li> </ul>	<p><b>Head of Street Scene and Waste Management Services</b></p> <ul style="list-style-type: none"> <li>• Refuse &amp; Recycling</li> <li>• Waste Management, Policy, Promotion, Management</li> <li>• Car Parks/Civil Enforcement Parking</li> <li>• Shopmobility</li> <li>• Street Scene / Street Cleansing</li> <li>• Grounds Maintenance/ Landscaping</li> <li>• Highways</li> <li>• Cesspools/Sewers</li> <li>• Public Conveniences</li> <li>• Fly Tipping, Bill Posting</li> <li>• Abandoned Vehicles</li> <li>• Pest &amp; Dog Controls</li> <li>• Engineering Design</li> <li>• Street Naming and Numbering</li> <li>• Cemeteries / Crematorium</li> <li>• Land Drainage</li> </ul>	<p><b>Head of Community Services</b></p> <ul style="list-style-type: none"> <li>• Community Cohesion (Older and Young People)</li> <li>• Social Inclusion</li> <li>• Community Safety</li> <li>• Anti Social Behaviour Team</li> <li>• CCTV &amp; Lifeline Operation &amp; Development</li> <li>• Voluntary Sector &amp; Community Networks, Grant Aid</li> <li>• Transport</li> <li>• Community Transport / Dial A Ride</li> <li>• Bus Passes / Concessionary Fares</li> <li>• Grant Aid</li> <li>• Housing Strategy and Enabling Role etc.</li> </ul>
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\* One Director will take the lead for Redditch issues and one for Bromsgrove issues.  
 One Director will also be designated as Deputy Joint Chief Executive and act as Head of Paid Service in Joint Chief Execs absence.

**EXECUTIVE DIRECTOR**

<p><b>Head of Regulatory Services</b></p> <ul style="list-style-type: none"> <li>• Environmental Health / Protection / Enforcement</li> <li>• Public Health &amp; safety</li> <li>• Food Safety</li> <li>• Licenses (all)</li> </ul>	<p><b>Head of Planning and Regeneration</b></p> <ul style="list-style-type: none"> <li>• Strategic Planning (Planning &amp; Local Development Framework)</li> <li>• Development Control</li> <li>• Building Control</li> <li>• Land Charges</li> <li>• Emergency Planning / Business Continuity</li> <li>• Conservation</li> <li>• Tree Officers</li> <li>• Travellers</li> <li>• Economic and Tourism Development (including Business Centres and Markets)</li> </ul>	<p><b>Head of Housing</b></p> <ul style="list-style-type: none"> <li>• Housing Revenue Account activities including DLO for Housing</li> <li>• Homelessness</li> <li>• Children's Centres</li> <li>• Care and Repair Agency</li> <li>• Capital Improvements</li> <li>• Housing Options</li> <li>• Housing Performance and Database</li> <li>• St David's House</li> <li>• Disabled Facilities Grants</li> </ul>
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\* One Director will take the lead for Redditch issues and one for Bromsgrove issues.  
 One Director will also be designated as Deputy Joint Chief Executive and act as Head of Paid Service in Joint Chief Execs absence.



**BROMSGROVE DISTRICT AND REDDITCH BOROUGH COUNCIL  
PROPOSED SINGLE MANAGEMENT TEAM**

**1. INTRODUCTION**

1.1. This paper seeks to set out the thinking behind and justification for the proposed single management team to serve Bromsgrove and Redditch Councils. It will be the subject of consultation, not only with the directly affected staff (Management Teams at both Councils), Trade Unions and all staff employed by the Councils.

**2. Proposed Management Structure**

2.1. The proposed Single Management Structure is shown at Appendix 3 to the overall report. It proposes a Management Team of 1 Chief Executive, 3 Directors and 11 Heads of Service (or equivalent). It should be noted that unlike in the Serco report that there are no temporary positions within the proposed single management team however it is felt that there are some temporary posts required to support the change programme and these are detailed below.

2.2. It is worth stating at the beginning that there are a number of different ways that a management team can be structured and the way in which services can be packaged. What is essential in any management team, and particularly with a single management team serving two Councils, is that every member of the management team must work together as a team, break down any silo working that exists, be flexible in their approach and recognise that what matters is providing services that make a real difference. Therefore the criteria for selecting people for these posts needs to emphasise their leadership and teamwork skills, not just their specific relevant experience. Their approach needs to reflect the intention of both councils to be continually improving their effectiveness in providing excellent customer service by encouraging staff to give of their best, and by putting the overall corporate objectives above vested interests.

2.3. It is proposed that the Joint Chief Executive have 5 direct reports:

- 3 Executive Directors
- Assistant Chief Executive
- Head of Transformation

2.4. The Serco report concluded that 3 Directors were needed in the Joint Management Team – it is felt that this is correct however it is proposed that there would be a different packaging of services to those proposed under the Serco report. It is felt that 3 directors are required in the structure for the following reasons:

- To add the strategic capacity to enable both councils to achieve their overall vision and strategic priorities

- To enable and support the Joint Chief Executive in overseeing the consideration and subsequent implementation of shared services across all council services (excluding the HRA)
- To enable and support the Joint Chief Executive in transforming all services to ensure they are efficient, effective and responsive to customer needs
- To enable the Joint Chief Executive to play a greater role in Countywide and Regional issues to the benefits of both Councils and the communities that they serve
- To enable greater capacity within the service areas to lead and drive change not just within their areas of responsibility but across both Councils
- One Director to be lead officer for Redditch Borough Council and one Director to be lead officer for Bromsgrove District Council in the event of any contentious issues between the two Councils, and also to provide the geographic lead (in support of the Chief Executive) at the Local Strategic Partnerships.
- One of these Directors would also be designated as Deputy Joint Chief Executive (to act as Head of Paid Service in the absence of the Joint Chief Executive)
- One Director to be designated Section 151 Officer given the importance of strategic financial planning to both Councils which takes on heightened importance in the Shared Services / Joint Working environment

2.5. It is also proposed that the Assistant Chief Executive and Head of Transformation should also report directly to the Joint Chief Executive – given the importance of the functions in the proposed portfolio of services.

2.6. The following are the proposed roles together with the rationale for each of these roles:

2.6.1. Executive Director – Section 151 Officer

- It is proposed that the postholder is responsible for 3 Heads of Service covering the following portfolios: Legal, Equalities and Democratic Services, Resources and Customer Services.
- This is a rather traditional combination of services with the possible exception of Customer Services – however it is felt that given the importance for all staff to drive improvements to Customer focus across the whole Council that each Executive Director should have responsibility for driving this agenda. Other than Revenues and Benefits the remit for this role is predominantly internal thus the inclusion of responsibility for Customer Services within this remit will ensure that the postholder has a crucial role to play in this across both Councils.

2.6.2. Executive Director

- It is proposed that the second Executive Director is responsible for 3 Heads of Service covering the following portfolios: Leisure and Cultural Services, Street Scene and Waste Management Services and Community Services.

- These are all externally focussed service areas and are all felt to fit well within one Directors service responsibility – a lot of the services under Leisure and Cultural Services have a reliance on the services provided by Street Scene and Waste Management e.g. Grounds Maintenance / Landscaping and as such it is advantageous that these services are closely aligned under one Director.
- Likewise the service areas that fall within the remit of Community Services rely on Leisure and Cultural Services e.g. Community Cohesion activities with the community Safety team working closely with colleagues with Sport Development.
- Whilst all of these portfolios align and support one another it needs to be stressed that all Heads of Service regardless of their Directorate alignment need to work closely together and support one another to achieve both Councils objectives and priorities.

#### 2.6.3. Executive Director

- It is proposed that the second Executive Director is responsible for 3 Heads of Service covering the following portfolios: Regulatory Services, Planning and Regeneration and Housing Services.
- Again these are all externally focussed service areas and are all felt to fit well within one Directors service responsibility – e.g. the similar nature (regulatory) of the functions in Regulatory Services and Planning and Regeneration.
- Likewise the service areas that fall within the remit of Housing Services need to work closely with colleagues in Planning and Regeneration and Regulatory Services.

#### 2.6.4. Executive Director Team/Deputy Chief Executive

The Executive Directors will have a pivotal role in supporting the Chief Executive and Members in the delivery of the vision and priorities of the Councils and delivery of the Shared Services agenda.

Each will be required to provide the strategic leadership for the services within the respective Directorates, however, will need to work across a range of services for the effective delivery of the change and Shared Services programme.

During the transformational period there may be internal and external changes which may impact on the initial portfolios proposed for each of the Executive Directors alongside specific project and developmental work as required by the Joint Chief Executive. For example, the County-wide WETT programme, alternative County wide shared services could necessitate a realignment of portfolios/services in the short or medium term without fundamentally affecting the broad remit of the Executive Directors role.

As stated it is proposed that one of the Executive Directors will be designated as Deputy Joint Chief Executive following recruitment to the Directors team. This designation to be proposed by the Joint Chief Executive with endorsement of the Shared Services Board.

#### 2.6.5. Assistant Chief Executive

- It is proposed that the Assistant Chief Executive is responsible for Corporate Policy, Performance Management, Communications and Partnerships. Given the importance of these areas to the overall success of a Council (which take on greater importance with a single management team and shared services) the postholder should report direct to the Joint Chief Executive
- Corporate Policy is important in identifying issues facing the Communities that Councils serve and then developing the Policies and Strategies that are needed to address them. Corporate Policy then links to performance management (enabling the delivery of the Council's priorities) and also links to the Local Strategic Partnerships.
- Communications are key to the interpretation of the Councils strategic priorities, objectives and policies and ensuring that everyone (partners, stakeholders, councillors and staff) are both clear on the direction of the Council but also kept informed as to progress.
- It is suggested that as Climate Change is of such strategic importance to both Councils that this falls within the remit of the Assistant Chief Executive (as it is a Corporate Strategic Issue) rather than a specific service focus
- The Assistant Chief Executive should oversee the Corporate Administration support including provision of PA support to the Management Team
- It could be argued that because of the nature of the post that it could be titled as Head of Corporate Policy and Communications however this post will serve on the Strategic Management Team and given the importance of the portfolio of responsibilities it is felt that it should be called Assistant Chief Executive
- Looking at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required.

#### 2.6.6. Head of Transformation

- It is proposed that the Head of Transformation is responsible for Transformation/Lean Systems, ICT, Information Management and Organisational Development and that this post report direct to the Joint Chief Executive given that the postholder has been charged with transforming the way the Councils operate (over a 3 ½ year time frame). Unlike the Serco report which suggested a temporary Director and supporting resource to oversee the transformation programme it is recommended that the Head of Transformation is a permanent post within the proposed Management team – this is because whilst the next 3 ½ years represents a significant period of change and transformation this doesn't stop at the end of 3 ½ years and will need to continue if the Councils are going to continue to improve.



- Key to transformation is ICT, Information Management and Organisational Development which is why it is suggested that these are aligned under one head of service.
- In order to maximise the opportunities arising from the shared services agenda and the transformation of the way in which the Councils operate, the culture of the organisations needs to move to empowerment of staff – enabling them to make decisions and to get on and do the job supported by streamlined processes and systems. To this end “Lean systems” thinking supported by organisational development is absolutely key. The role of Organisational Development will be to support staff through change, ensure that staff have the skills required to fulfil the longer term organisational objectives and that workforce and succession planning are aligned to both Councils objectives.
- It is essential to note that unlike the Serco report there are no proposals for temporary posts (at the management team level). The proposals are for these to be permanent posts within the management team in order to ensure that the benefits of transforming the way we provide services continues to be looked at even after 3 ½ years
- Looking at the current resources dedicated to this area of responsibility across the two councils it is felt that additional resources are required in order to assist the Joint Chief Executive and the rest of the management team to oversee the transformation required over the next 3 ½ years. The following posts are charged with roles that are aligned to the transformation agenda: the Business Development Manager at Redditch and the Improvement Manager at Bromsgrove – this post was funded for 12 month by the WMRIEP (to end of September) but the contract was extended to end of March and funded from savings identified by this post within the Council.
- Under the shared ICT proposal the post of Business Development Manager is recommended to continue and as such this post is already funded in the councils budget. It is felt that the overall resource required to oversee and assist with the transformation is 3 posts – this represents the requirement for funding for 2 posts in addition to that of the Business Development Manager. This would include continuation of the current Improvement Manager. Indicative costs have been included in the overall financial model but it is felt that the Head of Service who is appointed should influence the exact nature and roles of these posts.
- The posts would be supplemented by the existing Organisational Development Teams.

### 2.6.7. Head of Legal, Equalities and Democratic Services

- This is quite a traditional packaging of services – Legal and Democratic Services are more often than not linked together and there are no compelling reasons as to why that shouldn't continue to be the case on a single management team serving both Redditch and Bromsgrove Councils.
- Responsibility for equalities could justifiably sit under a number of different areas – the Assistant Chief Executive in order to align it to corporate policy or

Community Services in order to ensure that we work towards ensuring Community Cohesion. However given that equalities is hugely important in ensuring that both Councils provide high quality accessible services to the differing communities that both Councils serve and that it should form part of everyone's job (much like customer focus) it is felt that the role is key to the sound governance of the Councils and as such should align with Legal and Democratic Services.

- It could be argued that this is a relatively small portfolio of responsibility however given the legal and constitutional issues that shared services brings with it it is felt that this should not be broadened out to include other issues.
- The Head of Service will be Monitoring Officer for both Councils
- Responsibility for Member Development would fall within this Head of Service responsibility and this will be expected to be supported by the Head of Transformation and the Organisational Development resource.
- Looking at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required other than potentially external legal advice around the shared services agenda.
- The Monitoring Officer would also have direct access to the Joint Chief Executive with regard to anything of a statutory nature and would need to continue to work closely with him with regard to Member Development.

#### 2.6.8. Head of Resources

- It is proposed that the Head of Resources should be responsible for the major resource areas of the Councils (excluding ICT): Finance, Human Resources (HR) and Property – this is in order that one person can oversee and maximise the benefits from all of the resources at both Council's disposal.
- Given that it is proposed that the Executive Director is to be Section 151 Officer it is not felt that the Head of Service should necessarily be Deputy Section 151 Officer – it needs to be the best person to oversee this broad area of responsibility. The Deputy Section 151 Officer role could be discharged by the Accountancy Services Managers at both Councils.
- It is proposed that Revenues and Benefits remain under the responsibility of this post rather than elsewhere given its financial nature. Furthermore it is proposed that all Income / Debt related services come under this posts remit (including all Housing related debt) in order to more effectively manage the debt – this will need to be closely aligned to Housing Benefits in order to ensure recovery of overpayments is effective.
- It is proposed that the responsibility for HR is part of this portfolio – this is partly due to the fact that it is felt that OD is more appropriately aligned with the Transformation agenda and as such HR in itself is not a large enough portfolio to warrant a specific Head of Service. It is also felt that aligning it under one Head of Resources will enable a more strategic overview of all of both Councils resources. Furthermore with the inclusion of HR and Property services as priority areas under the Worcestershire Enhanced Two Tier (WETT) agenda, subject to proven business cases, the role for the Head of

Service will become more a client role for these areas. However it is accepted that if the person appointed to the post is not a HR professional there is a potential gap in terms of Strategic HR advice to the Councils and to the Joint Chief Executive. If this is the case and given the ongoing work around Worcestershire Enhanced Two Tier and subject to approval of the business case it is recommended that this is provided externally to the Council or through the appointment of a HR Manager across the two Councils.

- Given the need to establish, as described by Serco, “the financial truth” it is proposed that external support be commissioned to undertake this work – this is estimated to cost – as per Serco £18,000.
- In addition to this Serco recommended £18,000 be included to review the Terms and Conditions however given the magnitude of the change proposed (including the review of terms and conditions), the review of all services and the fact that it is proposed that there is not a specific Head of Service for HR issues it is felt that a fixed term contract post be included within the overall proposals for 2 years.
- Other than the additional resources referenced above having looked at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required.

### 2.6.9. Head of Customer Services

- This may seem a relatively narrow area of responsibility however it should be noted that this is not just about the Customer Service Centres, One Stop Shops and Cashiers (which are proposed to come under this posts remit) – it is also about ensuring that all staff recognise that the customer must be at the heart of everything we do.
- The postholder would also be charged with looking at how our customers access both Council’s services and ensure that they are efficient and effective as possible whilst offering high quality responsive customer services. This would include looking at the Services that go through the Hub with a view to enabling more services to be delivered at the first point of contact – which is a particular issue at Redditch.
- This post needs to work closely with the Head of Transformation given that the driving force behind any transformation needs to be the Customer. However this does not mean that they should necessarily report to the same Director because, as mentioned earlier, all posts need to work closely together to enable the change and to maximise the opportunities. As mentioned earlier it is felt that the Head of Transformation needs to work directly to the Joint Chief Executive given that he has been given responsibility for driving the transformation agenda for the next 3 ½ years.
- Looking at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required specific to this agenda however this will need to be reviewed as more services are put through the Hub.

### 2.6.10. Head of Leisure and Cultural Services

- This is a pretty traditional packaging of services for this service area and could be argued (as Serco did) that it should be broadened out across more service areas however it is felt that for the following reasons it should be kept to Leisure and Arts:
  - the wide geographical area of Bromsgrove and Redditch;
  - Redditch's aspiration to pursue the Abbey Stadium and review other Leisure provision
  - Bromsgrove's need to review the Dolphin Centre in the future
  - Reflecting the fact that both Council's requirements and aspirations with regard to Leisure may be different
  - The increasing role that Leisure and Cultural Services will play in improving the health and well being of both areas
- Looking at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required.

#### 2.6.11. Head of Street Scene and Waste Management Services

- This is a pretty traditional packaging of services for this service area but does represent a significantly different model than operates now. Compared to the current structure at Bromsgrove it is a narrowing of responsibility (this currently includes responsibility for some of the service areas under the proposed Leisure and Arts area and also some of those under Community Services). It is felt that this would be too wide a responsibility (for the reasons provided above). For Redditch it is a change because these roles are currently split over a number of Heads of Service however it is felt that these represent a better packaging of services:
  - Refuse, Street Cleansing and Recycling (both strategic approach and operational service delivery)
  - Grounds maintenance / landscaping and highways
  - Flytipping / abandoned vehicles – with the enforcement role undertaken by Regulatory Services
  - Car Parking and Civil Parking Enforcement
- Looking at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required.

#### 2.6.12. Head of Community Services

- This may seem a relatively narrow area of responsibility however it is felt to be essential given the increasing need to ensure that we are addressing the needs of the communities that we serve and to ensure that we are working to address any areas of concern raised through the Comprehensive Area Assessment (CAA) or the Place Survey and to ensure that we build community cohesion and social inclusion.
- This post will need to work closely with the Assistant Chief Executive given that a lot of issues for which this postholder is responsible will need to be addressed through the LSP's and in partnership with others.

- It is proposed to align Community Safety with the Anti Social Behaviour team with the work of CCTV / Lifeline – it is also worth noting that subject to full council decisions and staff consultation that CCTV / Lifeline will also move to a shared service.
- This post would be responsible for Grant aid and the Voluntary Sector as this is seen as key in terms of building capacity in the communities to further improve the quality of peoples lives.
- It is proposed that this post would oversee Community Transport and concessionary fares given the positive impact on the communities of these services.
- It is also suggested that the Strategic Housing role fall within the remit of this post (as opposed to within Housing Services) – this is because Strategic Housing needs to cover all housing within both areas both private and publicly owned. It is felt that this should come under the remit of Community Services because of the obvious impacts that housing have on the Community.
- Looking at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required.

#### 2.6.13. Head of Regulatory Services

- This may seem a relatively narrow area of responsibility however given the WETT agenda and subject to a proven business case it is proposed that the Head of Service responsibility be kept to those areas under review as part of this workstream. This would also support the bid from Bromsgrove and Redditch to be the host authority for this service.
- Looking at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required.

#### 2.6.14. Head of Planning and Regeneration

- This is a pretty traditional packaging of services for this service area: Planning (incorporating strategic planning and development control), with Building Control and land charges. The proposed responsibility also includes Economic Development – which is of significant importance to both Councils given that both have this as a priority.
- Economic Development includes Tourism (given that this is a significant contributing factor to the wealth of an area). It also includes responsibility for the outdoor markets – again this is felt to be more of an economic development function than an operational services issue. Officers will continue to pursue an Economic Development Shared Service across the north of the County as it is felt that this will help promote the area better as well as giving both Councils a more powerful voice at County and Regional level.
- Looking at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required.

2.6.15. Head of Housing

- As identified by Serco it is proposed that Housing is a distinct service area with its own dedicated Head of Service however this post needs to continue to work closely with all other service heads so that housing isn't seen in isolation. The Head of Service will also be charged with looking to identify benefits to both areas as a result of Redditch retaining its housing stock – e.g. would it be more cost effective to provide the statutory homeless function through Redditch's Housing team.
- One change that is proposed is that the Debt Collection team be placed within Resources in order to have one cohesive team
- Looking at the current resources dedicated to this area of responsibility across the two councils it is not felt that any additional resources are required.

2.7. Finally whilst it is felt that by moving to a Single Management structure of 1 Chief Executive, 3 Executive Directors and 11 Heads of Service (or equivalent) will provide the strategic capacity required to oversee the change it is necessary to review the administrative support to the Heads of Service and Directors. To this end it is proposed that a review of the administrative function is undertaken following the appointment of the Single Management Team. It is felt that this can be accommodated within the existing resources across the two Councils.

**Draft Implementation Plan  
Joint Directors and Heads of Services  
Bromsgrove and Redditch Councils.**

<b>DATE</b>	<b>ACTION</b>
27 <sup>th</sup> and 29 <sup>th</sup> July 2009	<ul style="list-style-type: none"> <li>• Full Council/Cabinet meet to consider and decide on proposals – agree in principle</li> <li>• Appointment of Joint CEO to continue with Secondment for 3 years and 6 months</li> <li>• Delegated authority to Joint CEO to develop proposed structure for single management team and report back to Full Council with recommendations following consultation process with affected staff and trade unions, in September.</li> </ul>
Aug 2009	<p>Begin informing groups listed below, giving outline of proposals agreed in principle by Members:</p> <ul style="list-style-type: none"> <li>• Trade Union briefings</li> <li>• All Staff briefings issuing indicative timeline</li> </ul>
Aug 2009	<p>Joint CEO with support from WMLGA to:</p> <ul style="list-style-type: none"> <li>• Develop structure/new JD's, Person Specifications/evaluation &amp; salary grading of proposed new jobs, determine terms and conditions etc.</li> <li>• Determine interview process and panel</li> <li>• Agree consultation letters to “at risk” staff</li> <li>• Determine ring fences based on proposed structure</li> <li>• Agree recruitment process</li> <li>• Commence tendering process for recruitment to new posts</li> <li>• Organise training on assessment centres and interview techniques</li> </ul>
1 <sup>st</sup> and 2 <sup>nd</sup> Sept 2009	<p>One to one meetings with directly affected staff to inform them of proposed structure and proposed process for recruitment</p>

2 <sup>nd</sup> Sept 2009	Report due out to Shared Services Board on proposed Single Management Structure  Meeting with Trade Unions on proposals to be considered by Shared Services Board.
8 <sup>th</sup> Sept 2009	Shared Services Board considers draft structure proposals
9 <sup>th</sup> Sept 2009	Briefing Trade Unions on Shared Service Board response to proposals  Briefing Management Teams at Bromsgrove and Redditch on Shared Service Board response to proposals
9 <sup>th</sup> – 14 <sup>th</sup> Sept 2009	Staff Briefings on structure proposals
14 <sup>th</sup> Sept 2009	Redditch Council to consider Single Management Team proposals
16 <sup>th</sup> Sept 2009	Bromsgrove Council to consider Single Management Team proposals (Note it is assumed that the report to the full council meeting will be the same one as that to the Shared Services Board and will be supplemented by the minutes of the Board).
17 <sup>th</sup> Sept 2009  6 week Consultation Process 17 <sup>th</sup> Sept – 29 <sup>th</sup> Oct 2009	Formal consultation begins giving detail of proposed structures (in sequential order): <ul style="list-style-type: none"> <li>• Trade Union consultation begins</li> <li>• One-to-one meetings with staff potentially at risk and distribution of letters to commence formal consultation process</li> <li>• Invite volunteers for redundancy/early retirement as part of consultation process</li> <li>• All staff briefings</li> <li>• Drop in sessions</li> </ul>
22 <sup>nd</sup> and 24 <sup>th</sup> Sept 2009	Building Resilience support sessions for affected staff
27 <sup>th</sup> Sept – 11 <sup>th</sup> Oct 2009	Kevin on leave
29 <sup>th</sup> Oct 2009	<ul style="list-style-type: none"> <li>• End of consultation period (and deadline for volunteers for redundancy/early retirement).</li> </ul>
30 <sup>th</sup> Oct – 1 <sup>st</sup> Nov 2009	<ul style="list-style-type: none"> <li>• Joint CEO to consider consultation responses from affected staff and trade unions</li> </ul>



2 <sup>nd</sup> and 3 <sup>rd</sup> Nov 2009	<ul style="list-style-type: none"> <li>• Joint CEO to advise affected staff and trade unions of final proposals for new structure to be submitted to Full Councils</li> <li>• Report due out to Shared Services Board on final recommendations on proposed new Joint Management Team</li> <li>• Staff Briefings</li> </ul>
Nov 2009	<ul style="list-style-type: none"> <li>• Joint CEO to present final recommendations on proposed new Joint Management Team to <b>Shared Services Board</b>, including trade union and staff responses to consultation process and details of volunteers for redundancy/early retirement (Board meeting needs to be set up – 9<sup>th</sup> November)</li> <li>• Joint CEO to present final recommendations on proposed new Joint Management Team to <b>both Councils</b>, including trade union and staff responses to consultation process and details of volunteers for redundancy/early retirement.</li> </ul> <p>Redditch Council – 16<sup>th</sup> Nov 2009 (Special Council needed) Bromsgrove Council – 18<sup>th</sup> Nov 2009</p> <p>(Note it is assumed that the report to the full council meeting will be the same one as that to the Shared Services Board and will be supplemented by the minutes of the Board).</p>
19 <sup>th</sup> Nov 2009	<p>Joint CEO to communicate decision of Full Councils:</p> <ul style="list-style-type: none"> <li>• Trade Union briefings</li> <li>• One to One meetings with staff directly affected, (including confirmation of decision for any volunteers for redundancy/early retirement).</li> <li>• All staff briefings</li> <li>• Director and Head of Service jobs advertised to “at risk” staff”</li> </ul>
1st Dec 2009	<ul style="list-style-type: none"> <li>• Closing date for applications for ringfenced posts</li> <li>• Interview timetable issued</li> </ul>
w/c 14th Dec 2009	<ul style="list-style-type: none"> <li>• Interviews/Assessment Centres for Joint Directors</li> </ul> <p><b><i>(N.B. Allows 10 days preparation time for the benefit of candidates)</i></b></p>
Dec 21 <sup>st</sup> – Jan 1st	<ul style="list-style-type: none"> <li>• Christmas Break</li> </ul>

w/c 4 <sup>th</sup> Jan 2010	<ul style="list-style-type: none"> <li>• Shortlisting of Heads of Service (by Joint CEO and Directors Designate)</li> <li>• Notification of shortlist 8<sup>th</sup> January</li> <li>•</li> </ul>
w/c 18th Jan 2010	<ul style="list-style-type: none"> <li>• Interviews/Assessment Centres for Heads of Service and any unfilled Director posts (including Directors Designate)</li> </ul> <p><b><i>(N.B. Allows 10 days preparation time in between notification of shortlist and actual interviews)</i></b></p>
By 25 <sup>th</sup> Jan 2010	<ul style="list-style-type: none"> <li>• Notice of dismissal served to displaced Directors and Heads of Service</li> </ul>
Jan – April 2010	<ul style="list-style-type: none"> <li>• Seek redeployment opportunities for displaced Heads of Service</li> </ul>
19th April 2010	<ul style="list-style-type: none"> <li>• Notice expires for displaced Directors and Heads of Service</li> </ul>
20th April 2010	<ul style="list-style-type: none"> <li>• Newly appointed Joint Directors and Heads of Services commence appointment</li> </ul>