

**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.