

Title: Revision to the Senior Leadership Team of Warwick District Council

Lead Officer: Chris Elliott

Portfolio Holder: Councillor Day

Wards of the District directly affected: All

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### **Summary**

This report sets out proposals to revise the Senior Leadership Team of Warwick District Council. The Council faces significant challenges in the context of its Medium-Term Financial Strategy, service demands and the need to evolve and adapt following the Covid Pandemic and the decision not to progress the merger with Stratford-on-Avon District Council as well as an impending retirement. An interim structure was quickly implemented in May 2022, and it is now proposed to further revise this structure and formally realign functions within the reporting structure of the Senior Leadership Team.

### **Recommendation(s)**

It is recommended that the Committee:

- (1) Approves the new Senior Leadership Team Structure, as set out at Appendix 2 to the report, to start from 1 October 2022 and notes the line reports (note existing Structure Appendix 1).
  - (2) Asks officers to include the overall salary budget reduction within the Medium-Term Financial Strategy and that it be reported to Cabinet as part of the next Budget Monitoring report.
  - (3) Notes the minor amendments to the Recruitment Guidelines set out at Appendix 3 to the report
  - (4) Subject to (3) being agreed, appoint a sub-committee of five Councillors to support the recruitment process of Head of Finance (s151).
  - (5) The Committee recommends to Council that the Monitoring Officer be delegated authority to update the Constitution (including the scheme of delegation) to reflect the new structure, roles, and responsibilities.
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### **1 Background/Information**

Following the cessation of the merger process with SDC in arriving at the proposed structure (Appendix 2) it is important to achieve the following outcomes:

- To provide stability for the organisation following the impact of the pandemic and the abandoned Political aspiration to merge.
- To recognise that, in line with the current budgetary forecast the Council needs to achieve recurring general fund savings of at least £2.4m over the next four to five years but with that figure likely to increase significantly.
- Whilst proposing to reduce the Service Areas by two, aiming to ensure that there is an equitable balance the overall quantum of work across all Service Heads positions.
- To recognise that the Senior Leadership Team are experiencing exceptional demands on their time, with both statutory responsibilities and political aspirations needing to be delivered.
- To recognise that there will need to be Service prioritisation of work and that it is not feasible for the full extent of all the Council's programme of work to be delivered at the same time. It must be carefully programmed over a longer period.

- 1.1 It is important to note that the approach to ways of working is not about working in 'silo' and that there will be areas where cross – functional working will be imperative and will be expected.
- 1.2 The existing organisational structure is illustrated at Appendix 1 and the proposed structure in Appendix 2. The proposed structure reflects that following the cessation of the merger with SDC, there was a vacancy as Head of Environment and Operations and that the Head of Culture, Tourism and Leisure has served notice that she will retire as from 30<sup>th</sup> September 2022. The opportunity has been taken therefore not to re-appoint to these two positions but to redistribute the services and activities of the Service Areas across the Council so reducing the number of Heads of Service by 2. The re distribution of the services affects some areas rather more than others. Other more modest changes are also proposed. Overall, the changes for example, reflect the Council's emerging Digital Strategy for example in aligning Benefits and Customer Service with ICT and the role that Arts can play with economic development and regeneration; and, that leisure management and green spaces services are related to the promotion of health and well-being and so have been aligned with other services that also contribute to these core policy objectives of the Council.
- 1.3 There are two other Head of Service posts that are currently vacant and are both currently filled on an interim basis by existing employees. As part of the proposed structure the current post of Head of Development Services, is proposed in the new structure as Head of Place, Arts and Economy and will be subject to the process as set out in the WDC Redeployment Policy and Procedure and Section 3 of the Process for the Recruitment of a Chief Officer (Appendix 3).
- 1.3.1 As part of the new proposed structure there is a proposal to delete the post of Policy and Projects Manager under the Chief Executive's scheme of delegation and subject to the decision of Employment Committee recommendation (1) the process as set out in the WDC Redeployment Policy and Procedure will apply with a view to avoiding/minimising any redundancies.
- 1.3.2 The other vacant post is the Head of Finance (Section 151 Officer), and it is proposed that the process of making a permanent appointment be started and

that a sub-Committee of five Members be appointed, subject to the agreement of the new Chair of the Employment Committee.

- 1.4 Where a post has been deleted, the individual is put "At Risk", and employees are matched to posts where skills and experience are assessed.

In general, suitable alternative employment means work that

- The employee can reasonably be expected to do considering his or her level of seniority and skills;
- is on terms and conditions that are not substantially less favourable to the employee; and,
- is suitable to the employee in the circumstances.

## 1.5 **Timetable and Process**

- 1.5.1 If approved by the Committee the new structure would come into place from 1 October 2022, with recruitment to the roles of Head of Place, Arts and Economy and Head of Finance (s151) being progressed following agreement from this Committee to ensure permanent appointments as soon as possible.

- 1.5.2 On reviewing the procedure adopted by the Council, following the decision not to progress with the merger with Stratford-on-Avon District Council, officers noted a small number of references to working with SDC within the procedure that have been removed. In addition, officers noted that the proposed Sub-Committee of three Councillors would comprise of a councillor from each of the Conservative, Liberal Democrat and Green groups. Reflecting on this it is considered a sub-committee of five Councillors would have greater reflection of the political proportionality of the Council. This would be made up of two Conservative, and a councillor from each of the Liberal Democrat, Green and Labour Groups. While this is not in line with the procedure it is the Committees' decision on the size of Sub-Committee it wishes to appoint.

- 1.5.3 This Council usually as part of its recruitment processes, advertises vacant posts internally first, as part of the process of encouraging staff development but has in some circumstances also advertised externally at the same time. The choice of process has significant implications time wise – 3 to 4 weeks for internal first compared to 3 to 4 months if external. In this case choosing the latter would not help the Council's budget setting process which needs to be completed by end of February. The Chief Executive will discuss these approaches with Group Leaders and the Chair of the Employment Committee.

## 2 **Alternative Options available to Employment Committee**

- 2.1 Should the Employment Committee choose not to make these amendments to the Senior Leadership Team structure then work on the implementation of the Business Strategy and ongoing projects will be impeded because of the continuing uncertainty. There are a variety of options that could have been considered but given the political direction to achieve and maintain stability quickly those options are not appropriate.

## 3 **Consultation and Member's comments**

- 3.1 Engagement and consultation where required with the LCG, the Senior Leadership Team, including those in Interim positions, and Unison has taken place prior to the proposals being presented to Employment Committee.

## **4 Implications of the proposal**

### **4.1 Legal/Human Rights Implications**

4.1.1 There are no implications arising at this stage.

### **4.2 Financial**

4.2.1 The proposals will achieve an overall salary budget reduction, subject to approval of the proposed structure, and this saving will be included within the Medium-Term Financial Strategy and be reported to Cabinet as part of the next Budget Monitoring report.

### **4.3 Council Plan**

The Council Plan has an external and internal focus as follows:

<b>External</b>	<b>Internal</b>
People – Health, Homes, Communities.	Effective Staff.
Services – Green, Clean, Safe.	Maintain or Improve Services
Money – Infrastructure, Enterprise, Employment.	Firm Financial Footing over the Longer Term

4.3.1 The proposal will assist the Council to better achieve these outcomes by enhancing its capacity and coordination of activity.

### **4.4 Environmental/Climate Change Implications**

4.4.1 No implication.

### **4.5 Analysis of the effects on Equality**

4.5.1 There is no requirement to carry out an impact assessment because of these proposals.

### **4.6 Data Protection**

4.6.1 There are no implications at this stage.

### **4.7 Health and Wellbeing**

4.7.1 The proposals aim to recognise that the Senior Leadership Team are experiencing exceptional demands on their time, with both statutory responsibilities and political aspirations needing to be delivered.

## **5 Risk Assessment**

5.1 The risks associated with these proposals are to ensure that there are sufficient resources and capacity to address existing services and projects.

5.2 That the functions do not operate in 'silo' and work as required as 'One Council'.

## **6 Conclusion/Reasons for the Recommendation**

6.1 An interim Senior Leadership structure was quickly adapted to in May 2022, and it is proposed to further revise this structure and formally realign functions within the reporting arrangements to the Senior Leadership Team to provide stability for the organisation.

### Report Information Sheet

Please complete and submit to Democratic Services with report

<b>Committee / Date</b>	6 <sup>th</sup> September	
<b>Title of report</b>	Revision to the Senior Management Team of Warwick District Council	
<b>Officer / Councillor Approval *required</b>	<b>Date</b>	<b>Name</b>
<b>Ward Members(s)</b>		
<b>Portfolio Holder</b>		Andrew Day
<b>Financial Services *</b>		
<b>Legal Services (*SDC)</b>		
<b>Other Services</b>		
<b>Chief Executive(s)</b>	12.8.22	Chris Elliott
<b>Head of Services(s)*</b>		
<b>Section 151 Officer</b>		Andrew Rollins
<b>Monitoring Officer</b>		Andrew Jones
<b>CMT (WDC)</b>		
<b>Leadership Co-ordination Group (WDC)</b>		
<b>Other organisations</b>		
<b>Final decision by this Committee or rec to another Cttee / Council?</b>	Yes/No Recommendation to: <del>Cabinet</del> / Council ..... Committee	
<b>Contrary to Policy / Budget framework?</b>	No/Yes	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	No/Yes, Paragraphs:	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	No/Yes, Forward Plan item – scheduled for ..... (date)	
<b>Accessibility Checked?</b>	Yes/No	