

APPENDIX K

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 25 JANUARY 2011

Title:-

COMMUNITY SERVICES RESTRUCTURE PROPOSAL

**[Portfolio Holders: Cllrs David Munro, Roger Steel,
Mrs Carole King and Stephen O' Grady]
[Wards Affected: All]**

Summary and purpose:

To gain approval for a new, more effective staffing structure for Community Services.

How this report relates to the Council's Corporate Priorities:

The re-structure will provide a more efficient delivery structure for Community Services and, as a result, aid in the attainment of the Council's Corporate Priorities.

Equality and Diversity Implications:

An EqIA will be completed to ensure the correct HR regulations are followed and all equality and diversity implications are dealt with correctly.

Climate Change Implications:

There are no climate change implications arising from this report.

Resource/Value for Money Implications:

Savings may be achieved but primarily VFM will be achieved by improved efficiencies. There will be no additional costs.

Legal Implications:

There are no legal implications.

Background

1. At the end of October 2010, as a result of the Senior Management Streamlining, the Leisure and Community Safety and Economic Development & Partnerships Services were merged to become Community Services. Since this merger, full service reviews have been carried out to confirm the priorities of the enlarged service going forward. This information has informed the decision to reduce the number of direct reports to the Head of Service.

2. Annexe 1 shows the staffing structure that currently exists. There are twelve people directly reporting to the Head of Service. This is an unmanageable number of direct reports creating a lack of support for the individual team members and hampering the ability for the Head of Service to lead effectively. This structure is also not structured around the corporate objectives and priorities of the Council.

Proposed Staffing Structure

3. Experience and comparisons with other service areas suggests that the optimum number of people directly reporting to a manager rests between 5 and 7 people. Annexe 2 identifies a structure that creates a more effective staffing structure in-keeping with this knowledge.
4. This proposal reduces the number of people directly reporting to the Head of Service and takes into account the grade of each individual within the team. Any member of staff no longer reporting to the Head of Service has not been demoted but merely attached to the most appropriate line manager. There will be no affect on current salaries.
5. Several job roles have not been affected by this restructure: namely the Careline Manager and Waverley Training Services Manager, both of which are specialist roles that require a specific skill set. The Community Development Officer (Arts) is also unaffected as this position is currently playing an integral role in the proposal to explore other more effective ways to operate our Cultural Assets, and its delivery is a key objective for the service.
6. The Leisure Contract Manager role is largely unaffected although under the new structure will have the Sports Development Officer as a direct report. The Sports Development Officer was temporarily reporting to the Head of Service following a re-structure of the Leisure Service in May 2010.
7. The four other positions are more greatly affected. The Countryside Manager and Parks Manager currently both report to the Head of Service. These positions are highlighted green on the staffing structures. As we move forward and revolutionise our approach to land management for the whole council, it is important that one manager has overall responsibility for all of Waverley's land assets. This will create a clearer, consistent overview on how we manage our land and ensure it is maintained as effectively as possible. The new position of Land & Parks Manager has been created, which it is suggested is ring-fenced so that only the two affected personnel can apply.
8. The two main roles affected by this re-structure are the Sports & Community Development Manager and Community Development Officer (Youth) roles. These are highlighted blue on the staffing structures. It is proposed that these positions are combined to create the Community Services Manager role. This will give one individual the necessary overview of the Council's work within our communities, giving a clearer more cohesive approach to service delivery. Waverley will make every attempt to find suitable redeployment for the unsuccessful candidate within the Council.

Conclusion

9. The proposed changes create a much more effective staffing structure for the service. Once implemented, more effective leadership can be applied at all levels and appropriate performance management targets can be set and monitored. It will be a structure that will provide a more efficient delivery structure for Community Services and as a result aid in the attainment of the applicable Council Corporate Priorities.

Recommendation

It is recommended that the Executive gives approval to the proposed structure, set out at Annexe 2, subject to consultation and gives authorisation to establish the new roles.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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