

# West Suffolk Joint Staff Consultative Panel

Forest Heath & St Edmundsbury councils

**West Suffolk**  
working together

<b>Title of Report:</b>	<b>Leadership Team Restructure</b>	
<b>Report No:</b>	<b>JSP/JT/17/001</b>	
<b>Report to and date/s:</b>	West Suffolk Joint Staff Consultative Panel	30 January 2017
<b>Portfolio holder:</b>	Councillor Stephen Edwards Portfolio Holder for Resources and Performance <b>Tel:</b> 07904389982 <b>Email:</b> stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder Portfolio Holder for Resources and Performance <b>Tel:</b> 07597961069 <b>Email:</b> ian.houlder@stedsbc.gov.uk
<b>Lead officer:</b>	Karen Points Head of HR, Legal & Democratic Services <b>Tel:</b> 01284 757015 <b>Email:</b> karen.points@westsuffolk.gov.uk	
<b>Purpose of report:</b>	To provide an update on the Leadership Team Restructure.	
<b>Recommendation</b>	<b>It is recommended that, the West Suffolk Joint Staff Consultative Panel note the update.</b>	
<b>Key Decision:</b>	<i>Is this a Key Decision and, if so, under which definition?</i> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
<b>Consultation:</b>	• N/A	
<b>Alternative option(s):</b>	• N/A	
<b>Implications:</b>		
Are there any <b>financial</b> implications? <i>If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Are there any <b>staffing</b> implications? <i>If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Are there any <b>ICT</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any <b>legal and/or policy</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	

<i>Are there any <b>equality</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Risk/opportunity assessment:</b>	N/A
<b>Ward(s) affected:</b>	None directly
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>	N/A
<b>Documents attached:</b>	Appendix 1 – Structure Charts

### Message from the Chief Executive

One of our most valuable strengths here in West Suffolk is our ability to be flexible, adapting to suit our current and future challenges by always making sure we have the right people in the right places at the right times with the right skills. From our staff briefings over the past four years you will have heard me talking about our Medium Term Financial Strategy (MTFS), how important projects are to us, especially when shaping our own financial future, and – even more importantly – delivering those projects. This briefing will give you some background to the changes I am proposing which will create the leadership capacity we now need to ensure that essential delivery of projects is achieved. I have had meetings with the people directly involved in these changes, and with Unison, so now I am looking to share my thinking with all members of staff.

We’re already on the case when it comes to creating our own viable financial future which enables us to do more than simply keep the lights on because we continue to change and adapt our traditional ways of working. We are running more major revenue and growth-generating projects, all of which need specific skills at various times to keep them on track

I currently have the opportunity to look at the West Suffolk leadership structure and adapt it to fit our future need as the Head of Planning and Growth will be leaving us early next year. I am proposing to take this opportunity to split this area of work into two posts – one would be focused on growth, including the planning and delivery of a number of projects. The other post would concentrate on continuing to develop and evolve development management and our important regulatory services.

Collectively we all have a responsibility to look to the future, be creative in our thinking and contribute to the ongoing transformation of services. The new growth post will need to be visionary, looking at the ‘what if?’ and the ‘how can we?’ opportunities for delivering growth. Even more importantly the person in that post will need to ensure they have the capacity within their teams to ensure that projects deliver the promised growth. Projects such as the Eastern Relief Road (which will deliver around 15,000 new jobs) is already moving from a line on a map to spades in the ground; the masterplans for each of our five towns are at various stages of development and implementation; there are thousands of new homes and associated infrastructure being planned or built across West Suffolk (including those in our own housing company’s pipeline); the complex Mildenhall Hub and regeneration of Western Way will transform public services; there are massive opportunities and challenges around the RAF Mildenhall site; the Haverhill research and business parks offer tremendous employment prospects . . . these aren’t just neat project plans stored

on a hard drive they need to be real, living – and lived in – things with the investment to deliver the potential returns. The link is that all these projects – and there are many more – need the right leadership and capacity for them to be delivered.

The Assistant Director post responsible for development management and regulatory services will be focused not just on professional delivery of our statutory requirements (planning permissions, environmental health, licensing, local plans and so on) but on really getting in there and engaging with our families and communities, working alongside ward members in their localities on the day-to-day matters which have such a huge impact on local people.

Quick word of explanation . . . I'm also proposing to change the job titles from 'heads of service' to 'assistant directors'. It's an issue about understanding who does what. Colleagues in other parts of the county can't seem to get to grips with our leadership team being called heads of service (in their worlds, these tend to be the next layer of management). So, to help their managers talk to our managers at the same level they will all become an Assistant Director of their service. It doesn't affect the role, the numbers of managers in that tier, where they sit in the structure, or what they do – just helps others understand who they are and the diverse range of responsibilities that they have.

There are also changes at service manager level, with some additional posts aimed at extending the leadership capacity to deliver. I will be consulting about my proposal to split economic development and growth into its two different elements, each with a service manager. Economic development would focus on working with our Local Enterprise Partnerships, tourism, local businesses and so on. The growth service manager post would be about delivery – infrastructure, masterplans and key growth projects. Similarly, as our focus on housing is changing so is the structure. In the new structure the current Head of Housing role would focus completely on making sure our new housing company, Barley Homes, delivers through the planning process. Some of the regulatory elements around housing would move back, with other statutory services such as environmental health, into the development management and regulatory remit. The direct, face-to-face contact with people in housing need, including those who are homeless or claiming housing benefit, would move to the Assistant Director of Families and Communities, working alongside the other public-facing customer services. I'm also proposing a service manager post focused on the strategic use of property. It is important that we don't just deal with our current property portfolio, we need to be looking ahead at future potential growth opportunities and taking strategic property decisions. Responsibility for the way we operate and maintain our current properties would remain in Operations.

All of us know that traditional ways of working no longer cut it when it comes to delivering council services. These proposed changes are part of West Suffolk's continuing development and I've no doubt there will be changes again in the future. We have been living and breathing this for several years and frankly I think we are exemplary in the way we face challenges, get on with changes needed and – most importantly – support each other. There are also real opportunities for staff if you want to extend your skills, get involved in projects, perhaps step outside of your usual comfort zone.

There are draft structure charts on the intranet (and **attached**) showing what the changes could be (depending on the consultation – I am always open to good ideas about how things could be done better). I am happy to host some drop-in sessions

(let me know if you would find that helpful) or you can simply send me your questions and either Karen Points, Head of Human Resources, Legal and Democratic Services, or I will respond if you have unanswered questions. I will let you know more as we progress. As always, I am looking to work at a pace when introducing changes but equally I will give everyone the opportunity of some time to talk through these proposals.

A handwritten signature in black ink, appearing to read 'Ian', with a horizontal line underneath it.

Ian Gallin, Chief Executive