

West Berkshire Council Constitution

Part 14

Management Structure

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Appendix: West Berkshire Council Management Structure

14.14 Introduction

14.14.1 Role of Chief Executive

The Council's management structure is headed by the Chief Executive, the most senior officer employed by the Council. The Chief Executive holds the statutory post of Head of Post Service and is the Council's Returning Officer.

The Chief Executive is supported by two Corporate Directors each, along with the Chief Executive, responsible for a Directorate focused on the following themes;

- Communities (People)
- Environment (Place)
- Resources;

A copy of the current Directorate structure and the service units that sit within each is set out at Appendix .

Strategic and key operational decision making at an officer level is undertaken through Corporate Board which meets fortnightly. This is chaired by the Chief Executive and includes the Corporate Directors and the two statutory posts of Monitoring Officer (Head of Legal Services) and the Section 151 officer (Head of Finance).

The Chief Executive and the Corporate Directors each have a variable number of Heads of Service reporting to them. Each Head of Service is responsible for managing a discrete service. Heads of Service assist the Chief Executive and Corporate Directors in the corporate management of the Authority, although their primary purpose is to oversee the day to day management of services.

Heads of Service meet on a bimonthly basis as the Council's Corporate Management Team.

Chief Officers

The Council defines Chief Officers as the Chief Executive, Corporate Directors, Deputy Director (Communities) and Heads of Service. A List of the Chief Officer posts as at April 1st 2012 is set out below:

Chief Executive (also designated as Head of Paid Service and Returning Officer.

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Corporate Director (Communities)

Deputy Director (Communities) and Head of Education Services

Corporate Director (Environment)

Head of Finance (also designated as Section 151 Officer)

Head of Legal Services (also designated as Monitoring Officer)

Head of Adult of Social Care

The Three Directorates

On April 1st the Council moved to a new senior management structure comprised of three, as opposed to four Directorates. The structure is based around the themes of People, Place and Resources. The names of the Directorates reflect these themes namely Communities, Environment and Resources. A description of each and the service units that sit within them are set out below.

Resources

The Resources Directorate is managed by the Chief Executive and comprises six discrete service units each headed by a Head of Service. These service units encompass the Council support services along with those functions supporting the corporate and democratic core of the Authority. Customer Services is also managed within this Directorate.

Customer Services

A new larger Customer services Unit was created on April 1st 2011 bringing together the previous Customer Services and Benefits and Exchequer Services.

The new Service embraces a number of distinct activities and functions. The Customer Services Team manage much of the Council's 'front door' activity supporting not only the Council's Contact Centre but also the switchboard, reception facilities and the Council's Customer Centre at Calcot.

The primary aim of the Service is to provide a single point of contact for the majority of the Council's customers whether that is provided by telephone, face to face or electronically.

As from April 2011 the Registration of Births, Marriages, Partnerships and Deaths, which is based at Shaw House in Newbury, also forms part of this Service.

The new Service is also responsible for the collection of Council Tax, National Non Domestic Rates ('Business Rates'), the payment of Housing and Council Tax Benefits and the provision of cash office facilities. The Unit is also responsible for the prevention and detection of benefit fraud. It also provides a range of services internal to the Council including payroll, pensions and accounts payable and receivable and the administration of the car leasing scheme.

Finance

This Service provides a wide range of financial services and advice to the Council. In addition to strategic medium term financial planning, the service also leads on revenue and capital budget formulation, treasury and tax advice, internal audit services, risk management, health and safety and insurance. Advice and support is also provided directly to Schools. The Head of Finance also holds the statutory post of Section 151 Officer.

Human Resources

Human Resources provide a range of personnel services and advice to both the Council and to schools. This includes staff recruitment, policy and strategy development and industrial and employee relations. Human Resources also manage a corporate learning and development team which provides a wide range of training support across a number of disciplines.

Information and Communications Technology (ICT) and Corporate Services

This Service was expanded in April 2011 to encompass a range of corporate support functions. ICT however remains the main activity and a range of functions are provided both internally and to schools. Policy development responsibilities include preparation and review of the ICT Strategy as well as business continuity and information security policies. As well as infrastructure and systems development the service also runs two help desks (one for Schools and one for the Council) which provide technical assistance and support.

Corporate support functions include the Print Unit, Postal Services Team and Facilities.

Legal Services

This Unit provides legal support to the Council, Members and its various services, including Schools. A contract management and procurement function is also provided from within Legal Services as is oversight of the Coroners Service. The Head of Legal Services also holds the statutory post of Monitoring Officer.

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Strategic Support

This Service provides a wide range of functions with its primary activities focused around supporting the corporate core of the Council and the democratic support that is required for the Council to function.

Specific functions include democratic services, notably committee and appeals administration and Member Services. The Unit is responsible for the development of corporate policy and strategy and manages performance management and research and consultation activity for the whole Council.

Scrutiny and partnership activities including advice and support to the West Berkshire Partnership are also provided by Strategic Support alongside economic development and community planning activities.

The Unit also supports the Chief Executive in managing the corporate complaints process, data protection and Freedom of Information requests.

As from April 1st the Unit also maintains the Register of Electors and manages elections. It also provides land searches.

Emergency planning activity is also managed by Strategic Support and the Joint Safer Communities Team based at Mill Lane also falls within the remit of this Service, along with Public Relations and broader communications activity.

14.14.2 Communities

This Directorate brings together most of the services that were previously provided by the Children and Young People and Community Services Directorates. Adult and Children's Social Care are provided services by this Directorate along with Education Services and support to schools. Housing and safeguarding are also functions supported within the Communities Directorate.

The Children and Young People Directorate consists of the following Service Units:

The individuals and teams in the Service provide the following functions:

- Restorative and family group conferencing
- Independent reviewing of placements for looked after children
- Child protection conferencing
- Community conferencing
- Statutory returns to central government
- Performance management reports
- Systems training

Adult Social Care

This is the largest of the Council's Service Units providing a wide range of support to adults requiring social care and support. The main areas of activity include the commissioning and provision of support to older people largely through home care, day services and residential services. Support for adults with learning disabilities, again either at home, through day provision or through residential or supported living placements is also a major area of activity. Adults with physical disabilities are also supported and the Unit also provides a range of support to adults with mental health problems.

The provision of respite and carer support are also important elements of provision. This service works closely with the NHS managing transfers from local hospitals and providing a rapid response service. There is also close working with the voluntary sector who are engaged in providing social care support.

Children's Services

The service safeguards and promotes the welfare of children and young people within the West Berkshire area who are in need. This includes children in need of protection, in care (and after care), children who are vulnerable for a range of other reasons and children for whom youth offending may be a concern.

Children's Services provide a broad range of services, some of which are integrated with its partners (such as the Primary Care Trust) and provide a range and level of services appropriate to each child's and family's particular assessed needs.

This service also manages the Youth Offending Team, Youth Services and the Connexions Intensive Service and restorative and family group conferencing.

Education Services

The Education Service is responsible for around 80 schools (including five Pupil Referral Units) and some 20,000 pupils and 2,655 students. It promotes effective teaching and learning, and raising of standards and quality learning environments.

It encompasses a wide range of functions including school funding, school admissions, home to school transport, school meals, school support, governor support, educational psychology, behaviour support, education other than at school, education welfare, parent partnership, special educational needs, children in care, early years and childcare, children's centres and school improvement.

From April 2012 the Education Service will also provide the Council's corporate property maintenance and development functions which also support the delivery of much of the Council's capital programme.

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Social Care Commissioning and Housing

Housing strategy and operations are provided from within this Service Unit alongside the provision of social care commissioning support. The Service therefore has close links with Adult Social Care. In this regard this service also manages financial payments in relation to adult social care, the provision of benefits advice, appointee ship and deputyship functions.

All safeguarding activity – both children’s and adults – is also now managed from within this Unit alongside independent reviewing activity.

14.14.3 Environment

Culture and Environmental Protection

This new Service was created in April 2012 largely through the combination of the previous Property and Public Protection and Cultural Services Unit.

Key areas of activity include waste collection and disposal including management of a 25 year PFI integrated waste management contract with Veolia. Environmental Health and Licensing are also managed within this Directorate alongside Trading Standards. Both of these services are operated as a shared service with this Council managing a service for both West Berkshire and Wokingham.

Cultural services embrace the provision of libraries and heritage and tourism services. The provision of Leisure facilities through a contract with Parkwood Leisure is also the responsibility of this service unit alongside support for the Arts, notably the Corn Exchange in Newbury through the provision of grants. Cultural Services are also responsible for the Berkshire Archive Service which the Council manages on behalf of all the other unitary authorities.

Planning and Countryside

Planning activity includes the provision of planning and transport policy which encompass the Local Development Framework and the Local Transport Plan. Development Control includes the processing of planning applications and planning enforcement while planning services manage planning registration and provide administrative support across the service.

Building Control ensures that building work satisfies the minimum standards required by the Building Regulations.

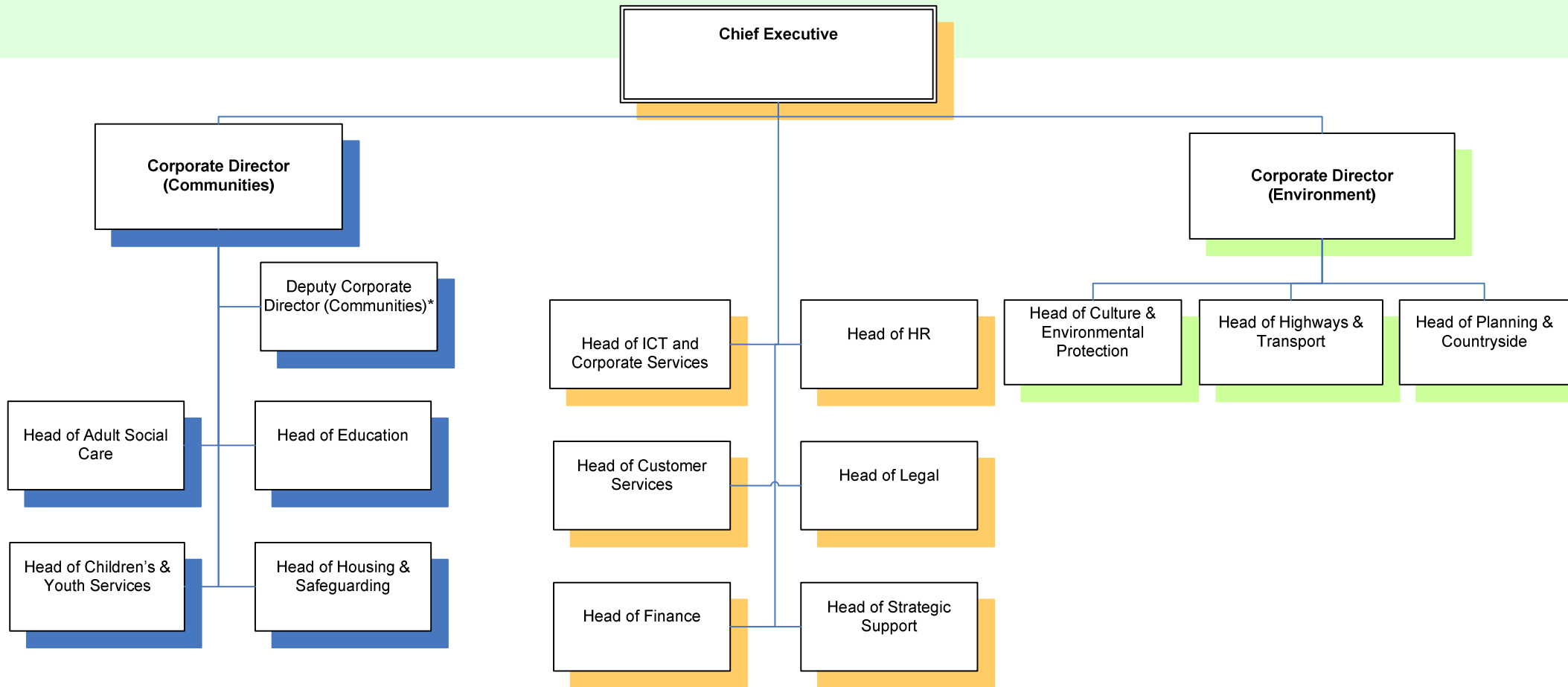
Countryside Services embrace a wide range of activities including grounds maintenance, the management of parks and green spaces, Tree Preservation Orders, public conveniences, the Dog Warden Service and the provision of a Gypsy and Traveller Liaison Service. Wider responsibilities include the management of nature conservation sites, including the Nature Discovery Centre at Thatcham and management of the public rights of way network.

Highways and Transport


The Highways and Transport Service provides a range of services including maintenance of the local road network, the co-ordination of street works and the maintenance of street lighting. Traffic services embraces the management of the Council's car parks, the provision of a traffic management and road safety service and support for the Council's under development control activities.


Transport services are responsible for home to school and social care transport. They also assist in the management of public transport alongside local operators through the provision of various subsidies.


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* This role will be assumed by one of the existing Heads of Service within the Directorate who will also retain their Head of Service role.

 Communities Directorate

 Resources Directorate

 Environment Directorate