



CONSTITUTION OF THE CITY COUNCIL

PART 7 – MANAGEMENT STRUCTURE

1 Introduction

The Council's Corporate Management Team is headed by the Chief Executive. The Team also comprises the Corporate Director (Service Delivery), the Corporate Director (Professional Services), the Head of Finance and the Head of Legal and Democratic Services.

2 The Chief Executive

The Chief Executive is the Head of Paid Service and the principal policy adviser to the Council. The Chief Executive has overall responsibility for ensuring that the Council has the advice and support which it needs, that its decisions are implemented and that all Teams work together to achieve this.

The Corporate Management Team collectively lead strategic and organisational management and set the framework for service delivery.

The Chief Executive has general management responsibilities for the two Corporate Directors, two of the Assistant Directors, the Corporate Communications Team, and also takes the lead on Emergency Planning.

Assistant Director (Estates & Regeneration)

The Assistant Director (Estates & Regeneration) assists the Council to secure its objectives through the use of land via the Asset Management Plan. They are responsible for maximising the return of the estate and seeking to implement regeneration opportunities in the District. The Assistant Director (Estates & Regeneration) also manages the following teams:-

- The **Estates Team** manages the Corporate Estate and HRA commercial property, acquires and disposes of property for the Council, deals with all land and property negotiations and undertakes valuations of all Council property, manages energy efficiency and carbon reduction schemes for the Corporate estate, and maintains the Council's property records.
- The **Facilities Management** team is responsible for the management, maintenance, security, furniture provision,

- space planning and cleaning of the Council's offices and storage facilities.
- The **Building Services Team** is responsible for the development of new build Council property, the maintenance of General Fund and Housing Revenue Account commercial property, and prioritising and arranging property maintenance.
 - The **Guildhall Team** is responsible for the Guildhall, Winchester, the Council's conference, entertainment and meetings venue, as well as the eighteen71 café and staff catering.

Assistant Director (Organisational & Service Development)

- The **Organisational Development Team** serves the Council, as an employer, in promoting good employment practice and compliance with domestic and European employment law. In summary the main areas of work are: training and staff development; employee relations and employment legislation; recruitment and selection; pay and benefits; organisational development; occupational health and safety management and personnel information. The Assistant Director (Organisational and Service Development) also oversees the Council's payroll and risk & insurance functions.
- The **Business Management Team** includes the Customer Service Centre which the main point of public contact by telephone and through the main receptions in City Offices and the Business Support Team which provides specialist technical and administrative support to a number of services, as well as the Council's Local Land Charges function. Business Support Solutions provides corporate scanning and inbound/outbound postal services across the Council.

Assistant Director (Policy and Planning)

- The **Policy and Major Projects Team** supports the Corporate Management Team and delivers programme and project management services and corporate policy services for the Council.
- The **Strategic Planning** team is responsible for the preparation of the Council's Local Plan and associated work.

Corporate Communications Team

- This Team manages the reputation of the Council by dealing with press and media enquiries and aims to achieve a high quality of external and internal communications. It also includes the Design and Print Section.

3 **Corporate Director (Professional Services)**

The Corporate Director (Professional Services) principal responsibility is to develop and maintain a high-quality, effective and efficient team to support front line service delivery.

The Corporate Director (Professional Services) has management responsibility for the following teams:

Legal and Democratic Services

The **Head of Legal and Democratic Services** is the statutory Monitoring Officer for the Council. He is also the Electoral Registration Officer and the Returning Officer (or equivalent) for all tiers of Government and Local Government elections. The Head of Legal and Democratic Services is the Data Protection Officer for the Council and co-ordinates responses to Freedom of Information Act requests.

- The Legal Services Team deals with the provision of legal services to the Council, and all major contract work involving the Council.
- The Democratic Services Team has responsibility for the Council's democratic framework, administering the committee system, Member services, the Mayoralty and civic events.
- The Electoral Services Team is responsible for elections and electoral registration.

Financial Services

The **Head of Finance** performs the statutory finance officer role (the 'Section 151' Officer), with responsibility to report to the full Council if it appears that any action being undertaken is likely to be in breach of the Council's statutory powers or financial regulations.

- The Financial Services Team is managed by the Head of Finance and provides financial advice, treasury management and VAT services for all Teams and the Council itself. The Southern Internal Audit Partnership reports to the Corporate Director (Professional Service) on the work it undertakes for the City Council.

The following teams are also managed by the Corporate Director (Professional Services):-

- The **Information Management and Technology Services Team** provide services designed to aid the successful implementation and utilisation of Information Technology within the City Council. The Council's IMT Services are

provided in-house under a joint contract with Test Valley Borough Council.

- The **Revenues Team** provides the local taxation services, including council tax, national non-domestic rates, as well as income collection, cashiers and creditors services.
- The **Welfare and Benefits Team** administers Housing Benefit and Council Tax Reduction (Council Tax Support) as well as providing advice on other welfare benefits including Universal Credit, Pension Credits and collection of Housing Benefit Overpayments.

4 **Corporate Director(Service Delivery)**

The Corporate Director (Services Delivery) manages a range of major projects and services for the Council, working with three Assistant Directors and the Council's shared service client team for the Environmental Services contract run with East Hampshire District Council.

The Council's operational services to the public are led by three Assistant Directors.

Assistant Director (Economy and Communities)

- The **Economy & Arts Team** provides business support, promotion and development opportunities in line with the Winchester District Economic Strategy 2010 – 2020. It includes the LEADER programme which provides grants to rural businesses and community groups, and also the arts development service which advises and champions arts practitioners and organisations across the District. Finally, it has responsibility for the administration, distribution and management of revenue and capital grants to community organisations and oversees the contract for the provision of support services to the sector.
- The **Tourism Team's** work includes the development of tourism in the District, the operation of the Tourist Information Centre and marketing the District in the UK and abroad. It also plays a range of roles in relation to the management and promotion of public events, notably civic occasions such as royal anniversaries and national commemorations.
- The Council works closely with the **Hampshire Cultural Trust** which has been established to operate museum and heritage services for the Winchester District, and museum and cultural services more widely across Hampshire. It cares for the City Council's significant museum collections and operates museum,

exhibition and storage facilities on behalf of the Council. The City Council is a founding partner and one of two main funders.

- The **Drainage and Special Maintenance Team** carries out a wide range of maintenance and repair work in the District. It includes pest control services. The Team's work also includes day to day support for drainage and sewage treatment, and provides planning advice on matters relating to drainage.
- The **Environment Health and Licensing Team** covers matters relating generally to food hygiene and safety, communicable disease, workplace health and safety, health education, special events, pollution control, nuisance investigations, planning consultations, animal welfare and the control of dogs. It is also responsible for all taxi and premises licensing, scrap metal licensing, street trading consents, gambling licences, administering banner sits, and street and house to house collections.

Assistant Director (Built Environment)

- The **Development Management Team** is responsible for administering the development control function of the Council and also delivers this service on behalf of the South Downs National Park Authority for the part of the District which lies within the Park area. This includes processing planning applications, appeals and enforcing against breaches of planning control. The Historic Environment Team forms part of the Development Management service and provides specialist advice regarding the conservation of the District's historic environment including listed buildings, conservation areas and other buildings and features that are considered of significant local historic interest, as well as the District's archaeological sites which are logged on the Historic Environment Record. The District contains approximately 3,000 listed buildings and 37 conservation areas.
- The **Community Safety and Neighbourhood Services Team** helps the Council meet its responsibilities in respect of community safety and anti-radicalisation initiatives (Prevent). The Winchester Neighbourhood Services Officers provide support to local communities across Winchester and the wider District in terms of addressing matters such as anti-social behaviour. It also leads on environmental enforcement issues including fly-tipping.
- The **Parking and CCTV Team's** work includes the management and enforcement of on-street parking restrictions, residents' parking and off-street car parks (including Winchester's Park and Ride facilities supported by Engineering & Transport) and management of the Council's CCTV system. It is also

responsible for the management of the Council's network of public toilets and dealing with abandoned vehicles.

- The **Building Control Team** has responsibility for checking that construction work throughout the District complies with Building Regulations. The Team also has responsibility for various related matters including dealing with dangerous structures.
- The **Engineering & Transport Team's** activities include; traffic management on behalf of the highway authority (Hampshire County Council - making traffic regulation and other orders), the Winchester Park & Ride service and, advising on other transport and parking issues and policy development and implementation. The Team also provides specialist management of engineering projects and street nameplates and supports the delivery of Shopmobility, Winchester dial-a-ride and other community transport schemes.
- The **Landscape and Open Spaces Team** delivers functions which contribute to a high quality place including the provision of open spaces and play facilities, delivers projects which enhance the natural and urban environment, and manages parks, open spaces, cemeteries, sports pitches and recreation grounds. . The team provides guidance to planning development in relation to landscape, biodiversity and trees, and leads on Green Infrastructure delivery. It also deals with the management of Council owned trees and undertakes work in relation to Tree Preservation Orders and other protected trees.

Assistant Director (Chief Housing Officer)

- The **Tenancy Services Team** is responsible for providing Housing Management services to over 5000 Council tenants, including the management of rent arrears and income recovery, providing advice and support to help tenants sustain their tenancies, enforcing compliance with tenancy agreements, managing anti social behaviour and promoting tenant involvement in Council services. The team is also responsible for managing sheltered housing, housing estate land and communal areas.
- The **Property Services Team** plans and organises the maintenance of the Council's housing stock through extensive planned and responsive maintenance/improvement programmes, investing over £12m annually to ensure the Council's Housing stock at least meets the national Decent Homes standard. The team also deliver a programme of disabled adaptations, investing over £700k annually to help tenants to continue to live independently for as long as possible.
- The **New Homes Delivery Team** is responsible for the provision of new affordable housing across the District, managing the

Council's own programme of New Build Council housing and also working with Registered Providers to enable the development of affordable housing generally.

- The **Housing Options Team** is responsible for Homelessness Prevention, providing front line advice and support to vulnerable residents threatened with homelessness. The team also administer the Council's statutory function in relation to private sector housing condition as well as managing a range of temporary accommodation/hostels providing short term housing solutions. They are also responsible for Housing Allocations through the Hampshire Homechoice system and the administration of the Housing Waiting list, with over 2000 applicants in Housing Need.
- The **Housing Business Services Team** is responsible for the administering the collection of Housing rents and service charges, the management of leasehold properties and the management and monitoring of the Housing Revenue Account. The team is also responsible for administering Housing systems, including the Orchard Housing Management database.
- The **Housing Policy and Projects Team** is responsible for Tenant Involvement and Resident Empowerment services. The team leads on the development and delivery of the Housing Strategy and also supports all Housing teams to deliver a range of programmes aimed at improving services to tenants.
- The **Sport and Physical Activity Team** plays a key role in delivering health and wellbeing outcomes for people in the Winchester District. It offers a wide range of activity programmes at leisure sites across the District to increase sport and physical activity levels. It oversees the management of River Park Leisure Centre and Meadowside Leisure Centre which are operated by a contractor. The Team supports and administers the development of the Winchester Sport and Physical Activity Alliance which is a partnership organisation which delivers key sport and physical activity actions each year.
- The **Health and Wellbeing Team** leads and coordinates the City Council's contribution to improving health and wellbeing, outcomes in the district working closely with colleagues in Public Health, the local Clinical Commissioning Group and the wider NHS, as well as across other Council teams. The team provides local leadership for the "Supporting Families" programme in Winchester which aims to improve the lives of families with complex needs, and also convenes and leads the Winchester District Health and Wellbeing Partnership Board.

5 **Principal Service Contractors**

A number of services are carried out by external service providers through contracting arrangements, and in some cases the management of these is also a shared activity.

Winchester City Council has formal arrangements with East Hampshire District Council to provide and manage environmental services across both areas. The service is managed by a joint client team and the contracts let to:

- **Biffa** which provides the waste and recycling collection services for every household in the District, and for businesses on a commercial basis;
- **Idverde** which carries out grass cutting; street sweeping; emptying litter bins; and clearing illegally dumped (fly-tipped) rubbish.

River Park Leisure Centre and Meadowside Leisure Centre are run on a day-to-day basis under a management contract by **Places for People**. The management contract is monitored by the Head of Sport and Physical Activities.

The Council has a long term grant-funding arrangement with Hampshire Cultural Trust, which has been established to operate museum and heritage services for the Winchester District, and museum and cultural services more widely across Hampshire. It cares for the City Council's significant museum collections and operates museum, exhibition and storage facilities on behalf of the Council. The City Council is a founding partner and one of two main funders. The relationship is managed by the Assistant Director (Economy & Communities).

Planned maintenance, adaptations and improvements works to Council dwellings are undertaken by a number of contractors and are procured annually. Term maintenance contracts for the responsive maintenance of the Council's housing stock are let to:

- **Osborne Property Services**, which provide day to day general responsive building maintenance
- **Liberty**, which provides gas servicing and general maintenance of gas heating systems.

PART 7 – MANAGEMENT STRUCTURE

Document History

Document Title		Part 7 – Management Structure	
This Version		1.1	
Issue Date		07/02/17	
Status:		Final	
Review Date:		November 2017	
Version	Issue date	Author	Comments
0.1	15/12/2016	HB	Initial Draft
0.2	11/01/2017	HB	Revised final draft to include officer comments – awaiting clearance from HR/CMT.
0.3	01/02/17	HB	Amended to incorporate final comments from HR.
1.0	01/02/17	HB	Final version for final comments from CMT before publication.
1.1	07/02/17	HB	Amended final version following comments from CMT

Senior Management Structure –
February 2017

