Briefing Paper for Corporate Scrutiny on the Senior Management Review of April 2018

Background

In October 2017 the Chief Executive retired from the Council, and at this time, Council appointed two interim roles, Chief Operating Officer and Head of Paid Service, to undertake interim management of the organisation and specifically to carry out a fundamental senior review.

The key drivers for this review were to ensure the organisation is focused on the ability to deliver its corporate plan and strategic objectives and to ensure the savings target contained within previous medium term financial forecasts was realised (at least £130k per annum).

Evidence from that time indicated there needed to be a rebalancing of management responsibilities and an agile and aligned workforce to meet the changing and challenging demands on the Council.

Further with government funding forecasts continuing to be pessimistic, the new structure needed to embrace this and seek to provide a framework for the organisation to embrace a "one council" approach with much reduced senior management capacity.

Scope of Review

Included within this review were 7 executive level roles and other posts within the senior management structure gave a total of 36 posts designated as being within the senior management team.

The full time equivalent headcount for the authority was 313.65.

Given the size of the organisation is was evident the existing structure was top heavy, and more emphasis on frontline outward facing resource as well as a more joined up approach across directorates was needed.

The review was supported by an independent consultant who was engaged to provide the interim leadership with challenge, ideas, and to assist with establishing a new robust structure.

Outcome of the Review

The Appointments & Staffing Committee considered a report identifying a new senior structure in April 2018, and recommended to full Council (6th June 2018), which was accepted in full.

The revised structure consists of an executive team of 4 – Chief Executive, Exec Director Organisation (head of paid service), Executive Director Finance (section 151 officer) and Executive Director Communities, and a wider

corporate management team of 7 Assistant Directors – a senior management team now totalling 11.

The implementation of this review was undertaken in two phases with the senior team being in post from June 2018, and realignment of service managers being completed by April 2019. The reason for deferring the second phase was to offer organisational stability during change, to allow the senior team time to settle and further refine their areas of accountability, and to ensure the organisation was able to continue to deliver its priorities while undergoing fundamental organisational change

Financial Savings

The review delivered savings of circa £380k per annum (£290k GF/£90kHRA), which materially contributed to the financial stability of the organisation.

Summary of Outcomes

- The review surpassed the financial outcomes required.
- Aligned corporate capacity to focus on strategic priorities.
- Removed silo working by the removal of Directorates.
- Improved communications within the senior team by colocation within the building.
- Aligned functional teams to ensure efficient working.
- Aligned the organisation to deliver its corporate plan.
- The inclusion of returning officer within the chief executive role adds ultimate accountability to this vital democratic function.
- Thematic responsibilities given to the executive team of skills, commercialisation and well being to ensure corporate oversight.
- Commercialisation is promoted within all aspects of service delivery.
- Acted as a catalyst to further review and refine functional teams across the organisation.
- Built resilience across the senior team.
- Promoted open and transparent working relationships across the organisation.
- Facilitated a fresh perspective to some operational areas.
- Defined the role of CEX/Deputy CEX to promote external and internal focus.
- Strengthened the role of partners in service delivery.
- Acknowledged shared services as mainstream in the organisation.
- Increased trust, co-operation, and accountability across the team.
- Promoted a "can do" rather than a "can't do" approach within teams.