

5B : SENIOR MANAGEMENT ARRANGEMENTS FOR THE COUNTY COUNCIL

Report of the Cabinet

- 1 The Cabinet has considered the proposed senior management arrangements to provide officer support to the new political structure for approval by the Council.
- 2 The proposals contained within this report relate to selected key posts only. Further work and consultation with relevant staff groups will be required in the next few months to implement changes in the senior management structure particularly in relation to the posts of Heads of Service. The total costs involved can be met within the funds identified for modernisation.
- 3 In June 2000, the Policy and Resources Committee considered the proposals made by the IDeA in relation to options for officer support to the new political structure. A revised focus to the top level of management was introduced (General Managers) in order to encourage a corporate approach and to ensure that the political priorities of the new Cabinet and Council were carried out.
- 4 Following the appointment to the post of Chief Officer of the Council in December, six General Managers were appointed on a temporary basis, substantive Strategic Directors doubling as General Managers with an oversight of current departments. The appointment of the Chief Officer resulted in a vacancy at Strategic Director level and this post was filled on a temporary basis by the interim General Manager (Planning and Transportation). The subsequent resignation of the Director of Education resulted in a similar temporary responsibility being undertaken by the General Manager (Schools).
- 5 Appointments were also made, on a temporary basis, to posts of Head of Cabinet Support, Head of Select Committee Support and Head of Organisational Development, and the Policy Support Team was also established.

- 6 The current 3rd tier officer level has been largely unaffected during the interim period, however it has become evident that the roles and responsibilities of 3rd tier officers require clarification in order to fulfil the requirements for service heads to be more clearly and directly accountable for services.
- 7 Following clarification from the DETR , it has been established that, as a minimum, the position with regard to the roles of Head of Paid Service, General Managers, Monitoring Officer and Section 151 Officer must be determined by full Council at this meeting in order to meet the requirements for the submission of the Council's modernised arrangements to the Secretary of State. Clarity with regard to the requirement for roles of "Director of Social Services" and "Chief Education Officer" must also be achieved.
- 8 The focus of this report is therefore the recommendation that these key posts are approved by full Council in order to inform the Submission to the Secretary of State.
- 9 A wide programme of consultation was undertaken in developing three initial options for senior management structures. This included discussions with General Managers and Heads of Service, the latter being identified as those managing significant areas of service or directly reporting to General Managers.
- 10 Three options were suggested for senior management structures at the Modernising Working Group on 2 April 2001 for their consideration. These options described relationships between Cabinet Members, General Managers and Heads of Service in terms of policy advice, managing performance and line management.
- 11 Following an initial steer by the Modernising Working Group, the Chief Officers' Management Team also considered the report as it progressed. An Appendix showing the three options for senior management structures, together with the criteria against which each option was evaluated, to this report as Appendix 1 has been circulated separately.

12 The following key features emerged from consultations with employees, managers, COMT and the member Modernising Working Group to shape future senior management structures:

- **The Cabinet Member** for a portfolio of services will give policy direction in consultation with Cabinet colleagues on strategic and service issues. The Chief Officer of the Council will manage the performance of General Managers by agreeing target outcomes in line with the Council's strategic aims, having consulted the relevant Cabinet Member(s).
- **General Managers** will be line managed by the Chief Officer of the Council and will
 - provide support to Cabinet Members in developing and articulating policy, establishing/encouraging linkages between services and, working with Heads of Service, ensure that service policies fit with the aims and desired outcomes of the Council;
 - manage the performance of Heads of Service by agreeing outcome based targets, some on an individual and some on a corporate basis;
 - manage projects, some within the portfolio(s) of services and some corporate;
 - take the lead on communications within the portfolio(s), cascading information within a group of services;
 - moderating between Heads of Service and the Cabinet Member to ensure that the budgets for individual service plans reflect the Council's policies and priorities and that budgets are managed efficiently.
- **General Managers** will line manage and manage the performance of designated Heads of Service but not have detailed professional involvement or day to day management responsibility for the professional/functional areas of the Heads of Service. General Managers will not be the leading

professional for the areas they line manage; this accountability will fall clearly to the Heads of Service.

13 In addition to the above specific features relating to the roles of Cabinet Members and General Managers, some overarching design features also emerged:

- Any proposed structure must support a **'whole Council'** approach, by working collectively, within and across service boundaries, pooling resources where appropriate, to meet the stated aims and desired outcomes of the Council. In any model, there will continue to be a wide range of 'professional' services that are delivered as currently (ie by functional teams). Increasingly though, any corporately and/or service led developments will require greater collaboration/joint working both internally (across teams) and with stakeholders/partners externally in support of the Council's community leadership role.
- Clear and transparent lines of accountability must be demonstrated, along with routes for communication within and between services.
- Posts at 3rd tier in the officer structures will be those designated as Head of Service. There is an expectation that there will be some rationalisation of the responsibilities for services managed by these postholders in order to achieve appropriate spans of line management responsibility for General Managers.
- The legislative requirement for statutory posts, particularly the posts of 'Director of Social Services' and 'Chief Education Officer' must be accommodated within the proposals to ensure that the Council is supported during statutory reviews or if scrutinised as a result of critical incidents.
- Members have asked that opportunities be sought to minimise the costs associated with the introduction of new modernised political and officer arrangements.

- 14 At its meeting on 20 March 2001, the Modernising Working Group expressed a desire to retain a 1 on 1 relationship between Cabinet Members and General Managers, however asked specifically that this should not lead to the creation of six new departments. It was suggested that General Managers might be better entitled Strategic Managers.
- 15 Members also re-stated the recommendation originally made by the IDeA that the roles of Heads of Service be enhanced, thus freeing up the time of General Managers to enable them to function more strategically and corporately. General Managers should not 'cut out' the ability for Heads of Service to provide policy advice direct to Cabinet Members.
- 16 The Modernising Working Group considered the final report on 2 April together with a covering report from the Chief Officer of the Council. The Chief Officer drew the Group's attention to the three options for structuring senior management. His recommendation to the Group was that the structure should be based on the principle of the service divisions being the primary building blocks.
- 17 Members had a strong preference for retaining the one-to-one relationship between Cabinet Members and General Managers and, while acknowledging the Chief Officer's view that, in the longer term, Option 3 represented the 'best fit' against the evaluation criteria, supported Option 2 provided it avoided the identified shortcomings of departmentalism. It was agreed that Option 3 should remain on the table for further consideration in the future. Given this, the Member Working Group agreed with the Chief Officer's recommendation that appointments to the posts of General Manager should be made until March 2002, with a review of how well the new arrangements are working taking place in November 2001.
- 18 Members also accepted ten specific recommendations contained in the report, primarily relating to the further work to define the roles and responsibilities of senior managers at 3rd tier level, review of job evaluation bands/allocation of rates of pay, reviews of how support services and policy and research functions should be configured in the new structures and the implications of these issues in relation to appointments, contractual arrangements and possible reduction in posts.

- 19 Work is currently under way to plan the further work required, subject to the agreement of full Council, to rationalise the roles of Heads of Service. Clearly a key factor in the successful completion of this work will be timely and adequate communication and consultation to all staff groups, but particularly those who may be affected by any proposals which are made.

RECOMMENDATIONS

- 1 That the role of the Head of Paid Service is vested in the Chief Officer of the Council and that the Monitoring Officer and Chief Finance (Section 151) Officer are established at Head of Service level;**
- 2 That the posts of Strategic Directors are replaced at 2nd tier level by Strategic Managers (currently termed 'General Managers') of which there should be one with responsibility for each portfolio area, on an interim basis until 31 March 2002;**
- 3 That service divisions be confirmed as the primary building blocks of the new structure following a review of their composition;**
- 4 That there should be an enhanced role for the Heads of Service;**
- 5 That further work be undertaken by Cabinet Members and General Managers to lead corporate projects and encourage cross-cutting behaviours;**

- 6 That a further review be undertaken in November 2001 to assess the effectiveness of the senior management arrangement;**
- 7 That the roles of Director of Social Services and Chief Education Officer should be undertaken by Strategic Managers in accordance with legislative requirements for these posts.**

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LEADER OF THE COUNCIL**