

EAST HERTS COUNCIL

COUNCIL 18 MAY 2005

14. REPORT BY THE LEADER OF THE COUNCIL

RESTRUCTURING THE SENIOR MANAGEMENT TEAM

'D' RECOMMENDATION – that

- (A) the existing arrangement be extended until 27 July 2005 to enable the terms, conditions, roles, responsibilities and salaries be finalised.
- (B) the salaries be evaluated by the Council's consultants with a report back to Council with the details of the proposals and the financial implications.

1.0 Purpose/Summary of Report

- 1.1 To consider the Council's Executive Director management structure and to extend the existing arrangements for a temporary period.

2.0 Contribution to the Council's Corporate Objectives

- 2.1 The review of the senior management structure contributes to the Council's corporate priority 7 – improving the health and sustainability of the organisation.

3.0 Background

- 3.1 Following a report to Council in February 2002, the senior management at East Herts Council was restructured. The post of Chief Executive was deleted and three Executive Director posts were created. The new structure took effect in October 2002.
- 3.2 The post of Executive Director (Resources) was deleted in May 2004.

- 3.3 The Executive Director (Head of Paid Service) and the Executive Director (Returning Officer) were appointed to their respective posts for a period of one year.
- 4.0 Current situation
- 4.1 These management arrangements have now been in place for approximately 12 months.
- 4.2 In reviewing the operation of the new structure, the Leader and Executive Members have recognised significant progress achieved in many areas. These have essentially been about putting the building blocks in place for functioning as a more effective and efficient corporate organisation.
- 4.3 The rationale behind the structure created in February 2002 was that Members wanted to introduce a team approach to the corporate management of the organisation, to blend a range of experience and professional expertise rather than express that in one specialist role of Chief Executive.
- 4.4 It was recognised that the Authority faced a number of change management issues to achieve the Executive's ambition to become an excellent performing authority. Members also wanted to move away from a departmental silo approach to a far greater integration of operation and more positive joint approach to delivery of service.
- 4.5 It is considered that the additional capacity, introduced at senior management level, through increased investment has brought about the rapid development of the organisation and it is considered that responsibilities for management of the team of Assistant Directors can continue to be achieved with two Executive Director posts.
- 4.8 Following consultation it is recommended that the Executive Director (Head of Paid Service) will continue to be designated Head of Paid Service and the Executive Director (Returning Officer) will be designated Returning Officer for a temporary period to enable the terms and conditions, roles and responsibilities to be formalised.
- 4.9 During this period the posts will be reviewed. The current postholders will be consulted on the new proposals for responsibilities for the posts. The salaries will be evaluated by an external consultant once the terms and conditions, roles and responsibilities have been finalised.

4.10 New job descriptions are currently being developed for these posts. A further report will be presented to Council on 27 July 2005.

7.0 Legal Implications

7.1 All legal matters are covered in the report.

8.0 Financial Implications

8.1 There are no financial implications as the proposals are within the existing budget.

9.0 Human Resource Implications

9.1 A short extension of the existing arrangements does not raise any significant Human Resources issues.

10.0 Risk Management Implications

10.1 A management structure which does not function effectively may result in falling performance.

11. Conclusion

11.1 The Council is requested to consider the proposals in this report.

Background Papers

Minutes of Council
Government guidance

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