

16 November 2022

Report of

Chief Executive

Author

Pam

Donnelly

Title

New Senior Management Team Arrangements and Structure

Wards

Not applicable

affected

1. Executive Summary

- 1.1 This report provides details of new senior management arrangements including a proposed structure. The proposed structure will ensure the organisation has effective senior leadership whilst providing at least £200K of budget savings.

2. Recommended Decision

- 2.1 That Cabinet endorses the new senior management arrangements and structure as set out in the report and notes that it will come into effect on 1 December 2022.
- 2.2 That Cabinet approves the revised Scheme of Delegation to Officers (which will come into effect on 1 December 2022) as detailed in Appendix C.
- 2.3 That Cabinet authorises the Monitoring Officer to make all consequential changes to the Constitution required by these new arrangements.

3. Reason for Recommended Decision

- 3.1 To ensure appropriate senior leadership arrangements are in place for the organisation and to release £200K of savings.

4. Alternative Options

- 4.1 To not endorse the new arrangements.

5. Background Information

- 5.1 As the Council recovers from the pandemic, there is consensus that we need to reset and realign our organisation and senior management team to reflect resource pressures and significant changes in working arrangements to support residents effectively.
- 5.2 This process has started with an extensive and far-reaching internal listening exercise intended to drive change in a way that understands where the organisation is at and what we need to deliver effectively given the context above. Key themes that have emerged with current arrangements include:
- Structures which create barriers
 - Service groups which could work more efficiently and improve delivery
 - Unnecessary administration and bureaucracy
 - Huge passion and commitment for Colchester
 - A sense of optimism for the future
- 5.3 Support has also been provided by Red Quadrant, an external agency who have worked across the senior leadership team to identify key issues that should underpin the future senior leadership structure. These are a need for:
- Fluidity and flexibility without hierarchy
 - Distributed and inclusive leadership
 - Outward looking focus
 - Agreement on common purpose, outcomes and priorities
 - Clearer accountability, more autonomy, cross organisational working
 - Drive a progressive, inclusive and diverse culture
 - Remain open to dynamic change
 - Enable leaders to lead with discretion
- 5.4 These findings have been carefully considered and discussed with the current senior management team to get their feedback and to capture ideas to inform a new structure that will respond to the above themes.
- 5.5 The existing senior management team structure is shown at Appendix A and the proposed structure and arrangements are shown at Appendix B.
- 5.6 Under the new arrangements, the Senior Management Team will operate as a Senior Board to provide leadership over the organisation. The Executive Director for Place and Chief Operating Officer roles have been updated to reflect the change from working as a Senior Management Team to a Board. The vacant Strategic Director of Customer and Relationships role is removed from the proposed structure.
- 5.7 The new Director roles within the senior team will be different to the current Assistant Director roles. The focus will no longer be on leading a set of defined services but to be responsible for the delivery of the Council's strategic priorities and outcomes and provide strategic leadership over key drivers including resources, organisational culture, environmental sustainability and reducing inequalities. These roles have been evaluated against the Council's current job evaluation scheme. The Assistant Directors were interviewed to assess their suitability for the new role and will have personal development plans to support their transition.
- 5.8 The arrangements will involve Group Managers becoming service delivery heads with the full autonomy and space to operate services whilst being accountable to the Senior

Team (the Chief Operating Officer will retain a responsibility to maintain oversight of all Council Services and performance). This represents a significant shift and is in line with the development of a wider and more inclusive leadership team. This has commenced through an initial meeting with existing Group Managers which will be followed by a further facilitated meeting to design the new service head roles and service groupings.

- 5.9 These arrangements will respond to the themes described above as well as delivering significant ongoing revenue savings.
- 5.10 These changes will necessitate the Scheme of Delegation to Officers being amended. A more detailed scheme will be presented to Cabinet once the service delivery heads and service area details have been finalised. In the interim a revised Scheme of Delegation to Officers is attached to this report at Appendix C which is proposed to be in place during this period.

6. Equality, Diversity and Human Rights implications

- 6.1 All Human Resource processes used to manage the transition to the new arrangements will ensure equality and diversity implications are managed effectively.
- 6.2 The new arrangements will also enable the Senior Board to have a greater focus on developing an organisational culture that supports equality and diversity.

7. Strategic Plan References

- 7.1 The arrangements described will ensure an even greater senior team focus on delivering the vision, themes and objectives of the [Strategic Plan 2020-23](#). The Directors will work across the organisation to ensure delivery of strategic objectives and the Senior Board will have overall accountability for delivery of the plan.

8. Consultation

- 8.1 Significant informal consultation has underpinned the design of this new structure and arrangements.
- 8.2 Under the arrangements, the Senior Management Team will reduce from 9 roles to 6. There are 3 current vacancies in the Senior Management Team and the same number of team members as posts in the new Board. There is therefore no requirement to put staff members at risk or conducting a formal consultation process on the proposals at this stage.

9. Publicity Considerations

- 9.1 It will be important to communicate the new arrangements to all elected members and partner organisations, so they are aware of the changed responsibilities. The changes will also be reflected on the Council website.

10. Financial implications

- 10.1 The new structure will generate an ongoing budget saving of £200K. As there are 3 current vacancies in the Senior Management Team there are also no additional associated implementation costs with these changes.

11. Health, Wellbeing and Community Safety Implications

- 11.1 The new Senior Board will have a key focus on Inequalities and working with system partners to improve the health and wellbeing of communities.

12. Health and Safety Implications

- 12.1 The Council's health and safety policy and arrangements will be updated to reflect the changes in responsibilities referred to in this report.

13. Risk Management Implications

- 13.1 With any change to organisational structure there is a risk that the experienced staff leave the organisation due to the associated uncertainty and potential redundancy. This has been managed by making the process extremely inclusive and collaborative and by securing financial savings through vacancies rather than redundancy.

14. Environmental and Sustainability Implications

- 14.1 The new arrangements will ensure an even greater focus by the Senior Board on Environment and Sustainability and the related strategic plan objectives.

Appendices

Appendix A – Current senior team structure

Appendix B - Proposed senior team structure and arrangements

Appendix C – Proposed constitution with revised scheme of delegation

Background Papers

None

Appendix A – Existing senior management structure and council family leadership arrangements



Appendix B - Proposed senior management structure and council family leadership arrangements

