

Southend-on-Sea Borough Council

Agenda
Item No.

Report of the Chief Executive

to

Cabinet

on

18th September 2018

Report prepared by:
Alison Griffin, Chief Executive

**Senior Management Arrangements
Cabinet Member: Councillor J. Lamb
Policy & Resources Scrutiny Committee
A Part 1 Public Agenda Item**

1. Purpose of Report

To consider changes to the senior management arrangements of the Council.

2. Recommendations

2.1 To agree the revised structure at Senior Management level (Appendix 1) including the deletion of the Department of the Chief Executive.

2.2 To note that the appropriate changes to the Senior Management Appraisal System will also be made to reflect this new structure.

2.3 To note that the Senior Managers Pay Panel will be considering senior management salaries in the context of these changes and current market conditions and will be making recommendations to Cabinet in this respect at the November meeting.

3. Background

The senior management structure of the Council was last reviewed in 2016 following the retirement of the Corporate Director – Corporate Services. The roles of Deputy Chief Executives (previously Corporate Directors) were established and the Department of the Chief Executive replaced the Corporate Services Department.

This structure has served the Council well, particularly during the transitional period between the retirement of the former Chief Executive and the arrival of his successor. However, the Council now needs to prepare for the next stages of its development into a modern agile organisation, equipped to deal with the

challenges of financial self-sustainability, increasingly complex partnership arrangements and more sophisticated demands from its residents, businesses, visitors and students. Leadership will be key to future success and it is critical that the senior management of the Council has the capacity and capability to respond flexibly and creatively in a volatile and ambiguous environment.

Working as 'One Council' will be an imperative as the challenges become increasingly complex and resources diminish. It is critical therefore that the Corporate Management Team (CMT) is able to focus on its key strategic responsibilities, working alongside Cabinet to deliver the Southend 2050 ambitions.

As Head of Paid Service, the Chief Executive provides strategic leadership and direction to the whole Council. In the context of Southend 2050 and 'One Council' it is no longer appropriate for this role to carry a responsibility for a particular department. The functions within this area are led by current members of CMT who also sit alongside Cabinet. The departmental aspect of this role therefore has become superfluous both in the context of leadership and the decision making hierarchy.

Under the revised arrangements (Appendix 1) the roles of Deputy Chief Executive will continue to lead the two key outward facing services of the Council: People and Place, and the structures below these roles will remain unchanged.

The three Directors currently sitting on CMT will be retitled Strategic Directors. These roles together with the CEO and Deputy CEO's will provide strategic leadership to the organisation and work proactively with the administration and other political groups. These roles will continue to have responsibility for their operational areas namely; Finance & Resources, Legal & Democratic and Transformation. They will continue to operate in collaboration to provide enabling corporate services for frontline teams.

The Senior Managers Pay Panel will be considering senior management salaries during the autumn, as part of their periodic market review of salaries, and will take these revised arrangements into account.

Any recommendation that they may consider necessary will be presented to Cabinet at the November meeting.

In addition the appropriate revision to the appraisal process for senior managers will be agreed by this panel.

4. Other Options

Maintaining the current senior management arrangements will impede the Council's transition to a modern agile organisation equipped to face future challenges.

5. Reasons for Recommendations

To refocus the senior leadership of the organisation in order to deliver the Southend 2050 ambitions.

6. Background Papers

Job profiles for CMT Members will be made available on the Council's website.

7. Appendices

Appendix 1 – Proposed Senior Management structure

CORPORATE MANAGEMENT TEAM

