

PER136
FOR DECISION
WARD(S): GENERAL

PERSONNEL COMMITTEE

14 January 2008

ORGANISATIONAL DEVELOPMENT: SIX MONTH POST IMPLEMENTATION REVIEW

REPORT OF CHIEF EXECUTIVE

Contact Officer: Simon Eden Tel No: 01962 848230 seden@winchester.gov.uk

RECENT REFERENCES:

CL45 - Winchester City Council Organisational Development – 18 April 2007

CAB1443 - Winchester City Council Organisational Development – 28 March 2007

EXECUTIVE SUMMARY:

This report outlines the impact of the changes to the Council's senior management structure implemented from May 2007. It is intended to give Personnel Committee the opportunity to review and comment on whether they have been successful. The assessments in this report are those of the Chief Executive.

RECOMMENDATIONS:

That Members consider the impact of the organisational changes.

PERSONNEL COMMITTEE

14 January 2008

ORGANISATIONAL DEVELOPMENT: SIX MONTH POST IMPLEMENTATION REVIEW

Report of Chief Executive

DETAIL

1. Introduction

1.1 On 18 April 2007 Council approved changes to the City Council's Senior Management Structure (CL45 – see also CAB1443). Key changes made were:

- Deletion of the four Director posts (Finance, Development, Communities and City Secretary & Solicitor) their replacement with three Corporate Director roles with responsibility for Operations, Policy and Governance;
- Changes to lead financial responsibilities within the Council, including the role of Section 151 Officer;
- A change in the role of the then Director of Human Resources;
- Deletion of the senior management posts responsible for Policy and Community Development and creation of a new Partnerships & Communication Team, drawing together a range of cross-cutting responsibilities;
- Changes to Head of Division accountabilities for sport & recreation and Guildhall management;
- Establishing 'change teams' to lead the implementation of the 2010 change programme.

1.2 These changes were part of the ongoing development of the Council's management arrangements to meet the emerging challenges faced by local authorities, and to address the ever present demands for financial efficiencies in staff structures and numbers. They were in particular aimed at giving Corporate Directors broader cross-cutting and outwardly focused accountabilities, which in turn would allow Heads of Division to be more pro-active in leading services and take on a wider corporate management role.

2. Impact

2.1 A short summary of the impact of these changes, intended to provide a basis for discussion, is as follows:

- Corporate Directors are settling into their new roles, and each have a clearer range of cross-cutting accountabilities, and are focusing more on external partnerships and other key corporate relationships. The smaller Corporate Management Team (CMT) is beginning to focus more on strategic issues;

- Heads of Division as a group (meeting regularly as Senior Managers Group – SMG) are developing a clear agenda for improving our management practices and procedures, and beginning to contribute to corporate issues such as the budget debate;
 - The Head of Finance is playing an active role in supporting CMT and Cabinet on a range of matters, and is reorganising her team to meet the changing expectations of customers. There are significant pressures on this post at present which will be alleviated by a successful reorganisation;
 - The Performance & Communications Team are making a good start in addressing a broad range of issues, from supporting the Local Area Agreement or developing the Local Strategic Partnership to shaping a response to Climate Change and improving our e-communications;
 - The 2010 Programme is being driven forward by the five Head of Division leads for the programme themes. These differ slightly from the teams envisaged in CL45, reflecting subsequent discussion and clarification of our priorities for change.
- 2.2 There are a number of issues where there is still work to do as changes bed in:
- Senior Management Roles. The separate roles of CMT and SMG need further clarification, with CMT providing clarity of leadership and Senior Managers taking more 'ownership' of corporate management issues;
 - Corporate Capacity remains a concern, particularly in some areas. It is essential we get smarter at managing and prioritising competing demands through the business planning process. Members will also need to accept the necessary constant re-balancing of priorities this will entail. We are, rightly, continuing to be ambitious in terms of both service improvement and the range of projects we are seeking to drive forward across the district, but need to temper those ambitions with 'smarter' management of time and resources;
 - Business Management arrangements to support financial and service management by Heads of Division need to be clarified.

OTHER CONSIDERATIONS:

3. CORPORATE STRATEGY (RELEVANCE TO)

3.1 The 2007-2012 Corporate Strategy identifies as one of its themes making Winchester "An efficient and effective Council" that "will be recognised as a Council which:

- provides community leadership
- offers excellent customer service in our local communities

- is efficient
- adopts sustainable working practices
- works well with others”

4. RESOURCE IMPLICATIONS:

4.1 As set out in previous exempt reports CL45 and CAB1443

BACKGROUND DOCUMENTS:

None

APPENDICES:

None