

APPENDIX 6

A Review of the Senior Leadership Structure Summary of consultation responses from SLT

Introduction:

All 9 Officers that currently comprise SLT have responded to the consultation on the proposals for SLT. What follows is an extract from each of the responses.

Officer 1;

Having read all the documents in relation to the SLT Consultation and the proposal for how the review of the Senior Leadership Team will be managed through a phased approach, I can see why it has been suggested to move forward in this way and the strategic vision and general direction of travel is clear.

Officer 2;

I agree with the Phase 1 proposals. The additional senior level capacity is welcomed and will absolutely help us to deliver the vision and the current risks that we are facing. It will also help to support the ever increasing regional work i.e NWEAB, CJs etc, which we need to be influencing at a strategic level. I agree with the proposal of bringing all support functions under one corporate director.

Officer 3;

I support the proposed increase in capacity at Corporate Director and Head of Service level, believing it necessary to ensure the successful delivery of the Council's ambitious vision, clear strategic direction and need for transformational change.

Officer 4;

In conclusion I support the proposal in Phase 1 of the review and understand the 2 phase approach that will be guided by the results of phase 1. I look forward to the phase 2 consultation and at this moment in time fully support the review of both phases.

Officer 5;

Given the context of the vision and strategic direction I agree that there is a lack of capacity within the current senior leadership structure to be able to consider the sort of transformational change that is likely to be required in the face of the financial constraints ahead, and the new dynamics of regional government and UK Government interventions. In terms of support services, they will be hugely important in supporting transformational change. In order to be able to that effectively they need themselves to be delivered in the most efficient models possible.

Officer 6;

I hope that you receive the support you need from Members to implement your proposed structure, as I believe it will provide a much stronger foundation for SLT to tackle the challenges that lie ahead. It will also enable the council to become more strategic in outlook, and to become more effective and efficient as a consequence.

Officer 7;

I would just like to formally record my support for the proposed changes to the CET level included in Phase 1. I also support the principles and intentions of Phase 2, although obviously I'm sure there will be lots of discussion on the detail of that. In particular, I would like to highlight my support for:

- Strengthening of the role of CET
- Increased resources at CET level will help provide and strengthen the strategic scrutiny and decision making
- Separating out support services from front line services will I believe allow service areas to focus on their areas of expertise
- Continued membership of the Section 151 Officer on CET
- Discussions around the closing of the gap between the current Middle Manager Roles and SLT2 level – this I believe will broaden the knowledge base of SLT and hopefully allow for those experts in their particular field to be heard at SLT level.

Officer 8;

Your overall vision for a restructure looks right in order to achieve the ambition for the Council, and I welcome it. The renewed focus introduced by your Five Principles would benefit from greater capacity at the top of the organisation. Separating out the corporate and operational leadership of the organisation makes sense. Having Corporate Directors responsible for cross-cutting programmes and initiatives can free up Heads of Service to focus on service delivery and performance improvement.

Officer 9;

I think your proposals for the new Senior Leadership structure is necessary for the senior leaders within the council to deliver on the vision – particularly by providing clarity over the roles of Corporate Director and Head of Service, by clarifying line management v's performance management, and by clarifying accountability of post holders. I welcome clarity of roles and relationships. It addresses a shortage of capacity that is quite frankly not sustainable and is based on good will, whilst it also recognises that there will be increased pressures and demands in the future – it is a sustainable proposal. It addresses the need to focus on strategy and on operational matters whilst not blurring the two