

**Addenda for Cabinet  
20 December 2016  
Item 11 – Senior Management Review**

**Addenda 2 – Views from County Council on 13 December 2016**

County Council discussed the proposals put forward as part of the Senior Management Review (SMR) on 13 December 2016.

The views put forward for Cabinet are as follows:

**Titles**

- Agreement that it would be easy to become obsessed with titles and perspective on what is important to the public must be kept. Public need clear signposting and staff need to understand the structure.

**Breaking down silos**

- Some points were raised during the debate as to whether the proposed structure would break down silos. These ranged from this is a reshaping of the organisations thinking to focus on those receiving services rather than those providing services; to asking whether this proposed structure would have prevented the issues discussed at County Council about the building of the new Children's Homes.
- There was agreement that the success of breaking down silos will be down to actions and behaviours of Members and Officers

**Re-designating the County Director to Chief Executive**

- There was some debate about whether the title of County Director had served its purpose, but overall there was support in using the title of Chief Executive moving forward.
- Members were supportive of Peter Clark being appointed permanently as Chief Executive and praised his performance to date. One Member questioned whether we knew we had the best person for the role if we didn't enter into a competitive process.
- One Member appealed for careful positioning of this with the public given Oxfordshire County Council had previously said it didn't require a Chief Executive. He also asked for clear communication to all staff and Councillors so they are aware of any changes.
- One Member questioned whether the Chief Executive would have the capacity to carry out the role of Strategic Director for Resources and line manage at least 7 people.

**No lead for Education at this level**

- This was put forward as a weakness in the structure and something Education Scrutiny has previously made clear was important. The Cabinet Member for Education disagreed saying he had confidence in Lucy Butler being able to carry out the full requirements of her role as Director for Children's Services.

**Support for savings associated with the SMR**

- There was strong support for the savings associated with the SMR

### **Gender balance at the top of the structure**

- One Member noted that the top 4 posts could well be undertaken by men and whilst jobs should be given on merit surely there are some women who could do these roles.

Recommendations were approved with 55 for and 3 abstentions and were as follows:

*The County Council is RECOMMENDED to:*

- (a) *note the progress made to date on the Senior Management Review;*
- (b) *endorse the Senior Management Review recommendations and proposed structure;*
- (c) *agree in principle that the post of County Director should be made permanent and re-designated Chief Executive;*
- (d) *notify the Proper Officer of the Council's intention to appoint Peter Clark as the Council's Chief Executive on a permanent basis with a view at its next meeting to:*
  - *receiving the outcome of the Proper Officer's consultation with members of the Cabinet on this proposal in accordance with Part 8.4(4) of the Council's Constitution;*
  - *determining whether to proceed with the appointment;*
- (e) *agree that pending those further decisions Peter Clark is appointed Interim Chief Executive.*