

### AGENDA ITEM 3

<b>Report to the Committee to Determine the Terms &amp; Conditions of Chief and Deputy Chief Officers</b>	<b>Date of meeting: 27<sup>th</sup> May 2014</b>
<b>Title of Report: Changes to Management Structure</b>	
<b>Report by:- Joanna Killian, Chief Executive</b>	
<b>Enquiries to Adam Bowles, Director for HR</b>	

#### **1. Introduction**

1.1 In October 2013 ECC created new roles at Tier 2 as part of our journey towards our Target Operating Model. It was intended at this time to create a Customer Operations role which combined three services:

- Customer Services
- Highways Operations
- Environment and Economy Operations

1.2 Whilst providing a challenging set of services the role has been difficult to fill as there are few equivalents in the market with candidates either being contact centre SMEs or Highways engineers.

1.3 This report details a change to the current organisational structure to recognise the market and for ECC to effectively manage these services.

#### **2. Recommendation**

The Committee note and endorse the transfer of the Customer Services function to the Director of Corporate Services.

#### **3. Report Detail**

3.1 In a difficult recruitment market ECC has been able to appoint one interim Executive Director for Customer Services (Gill Steward), but the recent staff survey results strongly

indicate that engagement is low and that the instability of more interim managers will damage morale further (ECC Engagement average 59%, Customer Operations lowest function 50%).

3.2 In addition, as we have become more developed in our thinking around commissioning it has become increasingly clear that the interfaces are not as efficient as they could be between the Commissioners, Operations and the Customer Services team.

3.3 As a result, it is proposed that the Customer Operations Function be reviewed with an immediate action being to transfer the Customer Services team to Corporate Services.

3.4 Further papers are programmed onto the SCB forward plan regarding the future options for the Highways Operations unit which is the other significant component of Customer Operations.

3.5 This proposal confirms the formal change in reporting for the Customer Services unit and that Margaret Lee, Executive Director, Corporate Services should continue with the temporary management of the Highways Operations and Environment and Economy Operations teams until further discussions have taken place with SCB. The Committee are requested to note and endorse this decision.

#### **4. Financial Implications**

4.1 The ongoing financial implications cannot be precisely quantified, pending the determination of future management arrangements for Highways Operations and Environment and Economy Operations.

#### **5. Legal Implications**

5.1 The Chief Executive has power under the Constitution to determine and publish the management structure of the Council but since this change affects members of the Corporate Management Board the committee is being asked to note and endorse the change.

#### **6. Equality Implications**

6.1 In making this decision the Chief Executive must have regard to the public sector equality duty (PSED) under s.149 of the Equalities Act 2010, ie have due regard to the need to: A. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act. B. Advance equality of opportunity between people who share a protected characteristic and those who do not. C. Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

6.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation

6.3 There is nothing in this report that would indicate that the proposal would conflict with any of the principles described above.