

LONDON BOROUGH OF HARROW

CABINET

THURSDAY 6 APRIL 2006

Middle Management Review Scrutiny Review

Reference from meeting of Overview and Scrutiny Committee held on 27 March 2006

The Committee considered reports from the Director of People, Performance and Policy on phase 2 of the Scrutiny Review of the Middle Management Review (MMR) process. The reports of the Scrutiny Review Group, which had been led by Members with the assistance of an independent consultant, were also considered in both the public and private sessions of the meeting.

The review had investigated the impact of the MMR process on the organisation, specifically on middle managers who had been the subject of the process and whose dissatisfaction might have been felt in other tiers of the organisation and beyond. The Scrutiny Review Group had made a number of recommendations, which, if adopted, would help address and resolve some of the difficulties that had resulted from the MMR process thereby enabling the organisation to move forward.

Members noted that there had been general agreement across the organisation on the need for the Council to change and to re-structure its middle management tier. Members noted the key findings and endorsed the recommendations of the Review Group. They made the following comments:-

- that the review had been a challenging process;
- that the review had resulted in the loss of experienced staff;
- that improvements in the following areas were needed – project planning, project management and effective communication;
- that successful navigation of the Business Transformation Partnership (BTP) process was important and good practice was essential;
- that implementation of the recommendations of the Review Group ought to be monitored by the Overview and Scrutiny Committee;

There was consensus that the costs of the review ought to be evaluated and submitted to the Overview and Scrutiny Committee. Members sought assurance and feedback that the revised deadline (31 March 2006) for conclusion of the process would be met.

It was noted that the Committee would carry out a separate Value for Money scoping review.

The Committee noted that a report would be submitted to Cabinet on 6 April 2006 for consideration. It was noted that the Corporate Management Team had been briefed on the findings of the Review Group.

The Chair thanked Members and officers for their work on the review. She also thanked participants from both within and outside the organisation for their contributions.

RESOLVED: That (1) the findings of the review of the Middle Management Review (MMR) process be noted;

(2) the recommendations of the Review Group be agreed;

(3) implementation of the review's recommendations be monitored and that monitoring reports be submitted to the Overview and Scrutiny Committee;

(4) the report be submitted to Cabinet for consideration.

FOR CONSIDERATION

Background Papers: Draft Minute of the Overview and Scrutiny Committee meeting held on 27 March 2006.

Officer/Review Group Report (Part I) on MMR Scrutiny Review

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