

Solace's ten requirements of any set of senior management arrangements:

1. One individual should be named as head of paid service. – **this is presently the case and I do not believe there is any intention to change this.**
2. One individual should chair the most senior officer team. Such chairmanship should not be arranged via a rotating chair, or a co-chairing arrangement. – **this may prove difficult if the job is a shared role as time pressures are such that the head of paid service may not be available to chair all such meetings. Maybe the individual chairing the meeting could be someone other than the head of paid service?**
3. The Head of Paid Service should be the effective line manager for all other senior staff, including other statutory officers. – **this is presently the case in the Council.**
4. One individual should have overall responsibility for ensuring advice to senior councillors responsible for governance that is coherent, balanced and comprehensive. – **This is presently the case and we no longer have an Executive Head of Governance so it is difficult to see who else it could fall to.**
5. One individual should be identified to the public as the person to whom serious complaints should be directed. – **Complaints should presently be sent to our complaints department whose details are on our website. I have no strong view on them all being addressed to one officer, however I think this should still be c/o the complaints department. The COO has delegated power by the Council/executive to deal with complaints under the Constitution.**
6. One suitably experienced and credible individual must be identified as suitable to take command in any serious civil emergency. – **I understand that this is presently the role of the Head of Paid service however there is nothing in the constitution in respect of this.**
7. One individual should be identified to other councils, local MPs and to government as the council's most senior officer. – **I consider this is very important and is presently the case.**
8. Councils negotiate with many parties but Solace believes that there needs to be an ultimate authority in every officer group to whom disputes and failure to agree over external negotiations can be escalated. – **These should be referred to in the Head of Paid service presently.**
9. One officer should be clearly identified as the principal advisor to the most senior politician in the council. This individual should not be classified as a political advisor under the provisions of legislation. – **this is already covered within officer delegations and falls to the Head of Paid service.**
10. This same individual should also be responsible for ensuring that proper advice is available to the other political parties represented on that council. – **as above.**

Whatever are the requirements of full Council in light of the above; these requirements can be reflected in the Council's documentation on the internet and intranet. It is not only the constitution that may need to be amended but also our emergency planning documents, complaints procedure and decision path documents. .