

Appendix B – Recommended Senior Management and Service Structure

Generally I have accepted and adopted the broad structural recommendations from the Eighty Twenty Insight report, namely: -

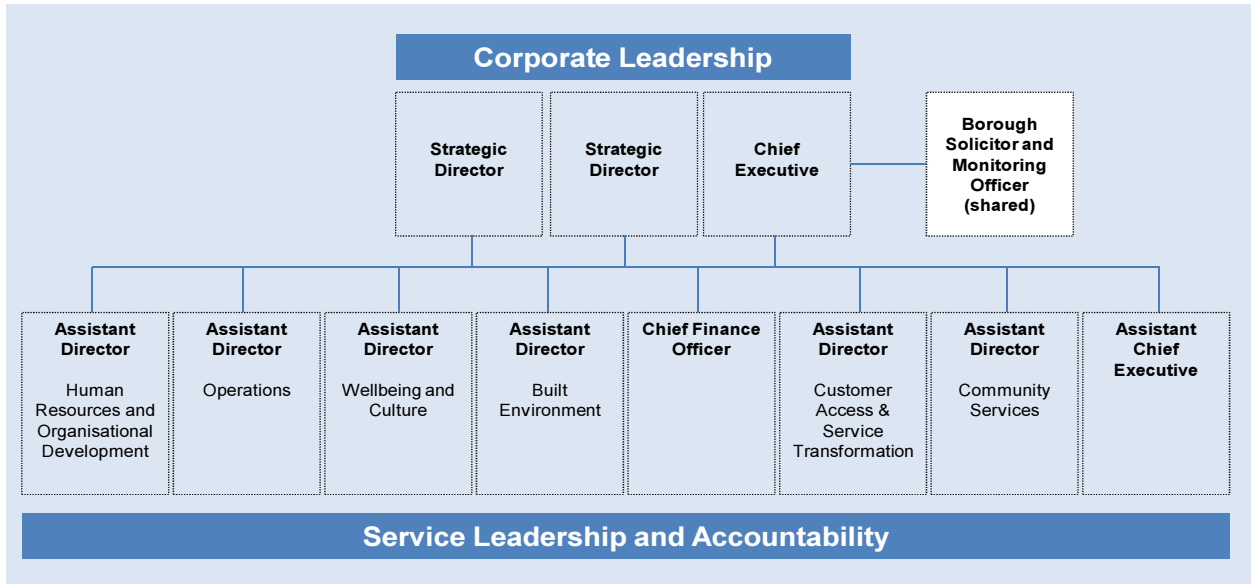
- A two phase approach with the second phase being implemented about 18 months after phase one so as to facilitate transition during a period of considerable change on several fronts
- Allowing scope for the structure to evolve during that 18 month period depending on the outcome of the GO programme and other shared service opportunities
- Strategic directors become generic lead commissioners each carrying a portfolio of citizen or community outcomes to commission
- Adoption of the now fairly standard role of resources (assistant) director to link together resource responsibility for money, people, property and other assets
- Support for commissioning activity, ranging from programme management to procurement to citizen and community engagement, is provided from a single support service headed by an (assistant) director for commissioning
- The provider side activities are divided into three operational businesses each headed by an existing (assistant) director

I have made some changes of detail to the recommended accountabilities and functions based on the following considerations: -

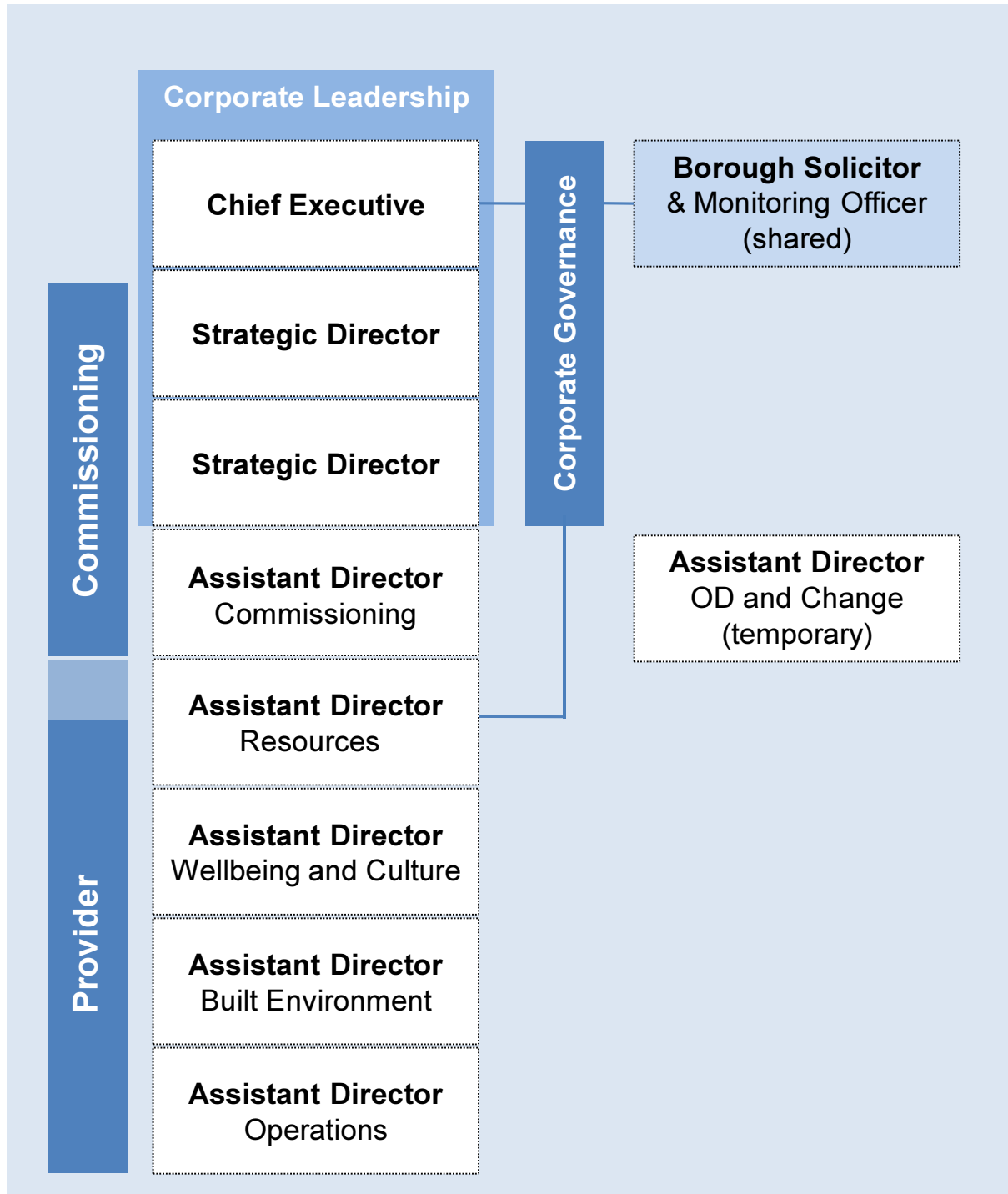
- We should try to avoid moving responsibility for a service area more than once if it can be avoided, but otherwise moving a function sooner rather than later is preferred
- The concept of a shared service for either democratic services or elections is as yet untested and for this reason these functions should not be put into the same category as services already identified for sharing
- Specific reference to the CBH client function which makes the function seem anomalous has been replaced with a more general reference to 'strategic client functions'
- Certain functions which had been left out have now been added in for completeness

Finally, the terminology for posts may need to be reconsidered at some point so that they are more descriptive of the roles and responsibilities that people carry. I have not yet suggested new titles in order to make it easier to read across from existing posts.

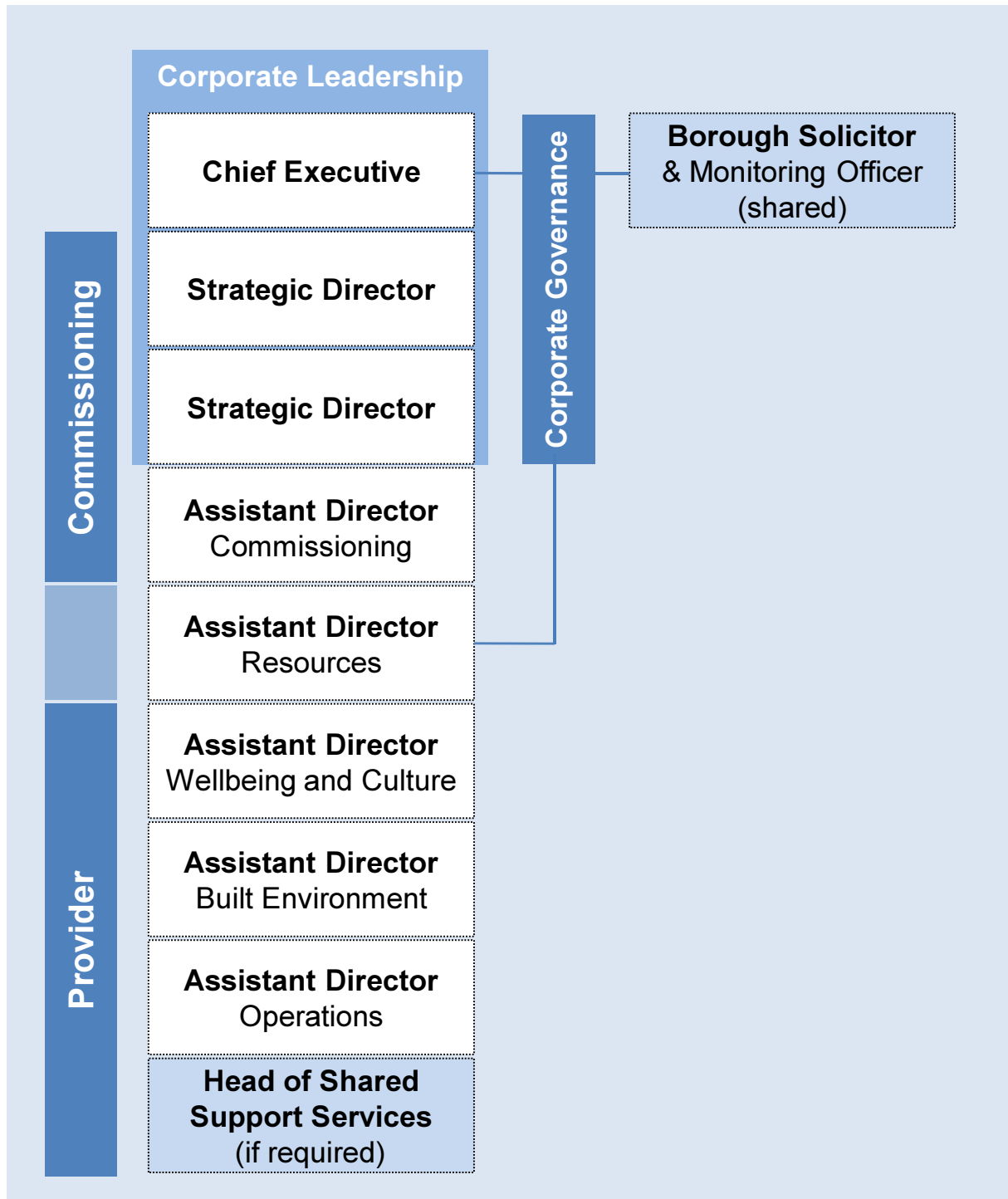
Current Structure



Proposed Structure (Phase 1)



Proposed Structure (Phase 2)



PROPOSED STRUCTURE – PHASE 1

KEY REVISED ACCOUNTABILITIES AND FUNCTIONS

Post	Key Accountabilities	Functions Managed
Strategic Director	<ul style="list-style-type: none"> • Strategic change • Portfolio of outcomes • Partnership and contract governance • Deputising for the Chief Executive 	Strategic matrix management of : <ul style="list-style-type: none"> • Programme teams. • Partnership facilitation and development • Contract and agreement performance review
AD Commissioning	<ul style="list-style-type: none"> • Commissioning and partnership support 	<ul style="list-style-type: none"> • Policy and research • Communications and community engagement • Strategic land use • Partnership and contract management (inc procurement and strategic client functions) • Partnership support • Programme management • Service development • Oversight of governance • Democratic services • Elections
AD OD and Change (temporary post)	<ul style="list-style-type: none"> • Change support 	<ul style="list-style-type: none"> • HR Strategy and Organisational Development • Health and Safety • Shared service facilitation • Transactional HR
AD Resources	<ul style="list-style-type: none"> • Strategic resource management • Creation of shared support services 	<ul style="list-style-type: none"> • Strategic finance (including s151) • Internal Audit • Property and Asset Management • Other support services until shared services established: <ul style="list-style-type: none"> ○ ICT ○ Revenues ○ Benefits ○ Transactional Finance ○ Customer Services

Post	Key Accountabilities	Functions Managed
AD Built Environment	<ul style="list-style-type: none"> • Provider side management 	<ul style="list-style-type: none"> • Development Control • Building Control • Urban Design • Integrated Transport and Parking • Housing enabling and strategic housing • Economic Development
AD Wellbeing & Culture	<ul style="list-style-type: none"> • Provider side management 	<ul style="list-style-type: none"> • Leisure @ • Healthy communities • Culture, Arts and Entertainment • Tourism
AD Operations	<ul style="list-style-type: none"> • Provider side management 	<ul style="list-style-type: none"> • Waste and Recycling • Street and other Cleaning • Landscape Services • Parks development • Cemeteries and Crematorium • Fleet Services • Public Protection

PROPOSED STRUCTURE – PHASE 2

KEY REVISED ACCOUNTABILITIES, ACTIVITIES AND FUNCTIONS

Post	Key Accountabilities	Functions Managed
Strategic Director	<ul style="list-style-type: none"> • Strategic change • Portfolio of outcomes • Partnership and contract governance • Deputising for the Chief Executive 	Strategic matrix management of : <ul style="list-style-type: none"> • Programme teams. • Partnership facilitation and development • Contract and agreement performance review
AD Commissioning	<ul style="list-style-type: none"> • Commissioning and partnership support 	<ul style="list-style-type: none"> • Policy and research • Communications and community engagement • Strategic land use • Partnership and contract management (inc procurement and strategic client functions) • Partnership support • Programme management • Service development • Oversight of governance • Democratic Services • Elections
AD Resources	<ul style="list-style-type: none"> • Strategic resource management 	<ul style="list-style-type: none"> • Strategic finance (including s151) • Internal Audit • Property and Asset Management • HR Strategy and Organisational Development and Health and Safety • Other support service functions unless transfer to shared service division or to another partner.
AD Built Environment	<ul style="list-style-type: none"> • Provider side management 	<ul style="list-style-type: none"> • Development Control • Urban Design • Integrated Transport and Parking • Housing enabling and strategic housing • Economic Development

Post	Key Accountabilities	Functions Managed
AD Wellbeing & Culture	<ul style="list-style-type: none"> • Provider side management 	<ul style="list-style-type: none"> • Leisure @ • Healthy communities • Culture, Arts and Entertainment • Tourism
AD Operations	<ul style="list-style-type: none"> • Provider side management 	<ul style="list-style-type: none"> • Waste and Recycling • Street and other Cleaning • Landscape Services • Parks development • Cemeteries and Crematorium • Fleet Services • Public Protection
Head of Shared Support Services (if required - may be more than one post depending on the extent and range of shared services)	<ul style="list-style-type: none"> • Shared support service delivery 	<ul style="list-style-type: none"> • If CBC is responsible for extensive Centres of Excellence, eg: <ul style="list-style-type: none"> ○ ICT ○ Revenues ○ Benefits ○ Transactional Finance ○ Transactional HR ○ Customer Services ○ Building Control