

Part 7

Management Structure

1. The Management Structure of the Council was reviewed in 2003 and a new structure has been phased in. See Appendix A. This comprises:
 - A Strategic Management Team (SMT) of the Chief Executive and two Strategic Directors;
 - Each service group reporting to either the Chief Executive or a Strategic Director;
 - Each large service group containing a Head of Service Manager;
 - Strategic Directors being responsible for:
 - corporate responsibility for the management of the authority
 - development of corporate policy and strategy
 - leadership of corporate strategic issues
 - departmental management responsibilities
 - Heads of Service Managers being responsible for:
 - day to day operational management of service centres
 - development of service specific policy
 - contribution to corporate issues.

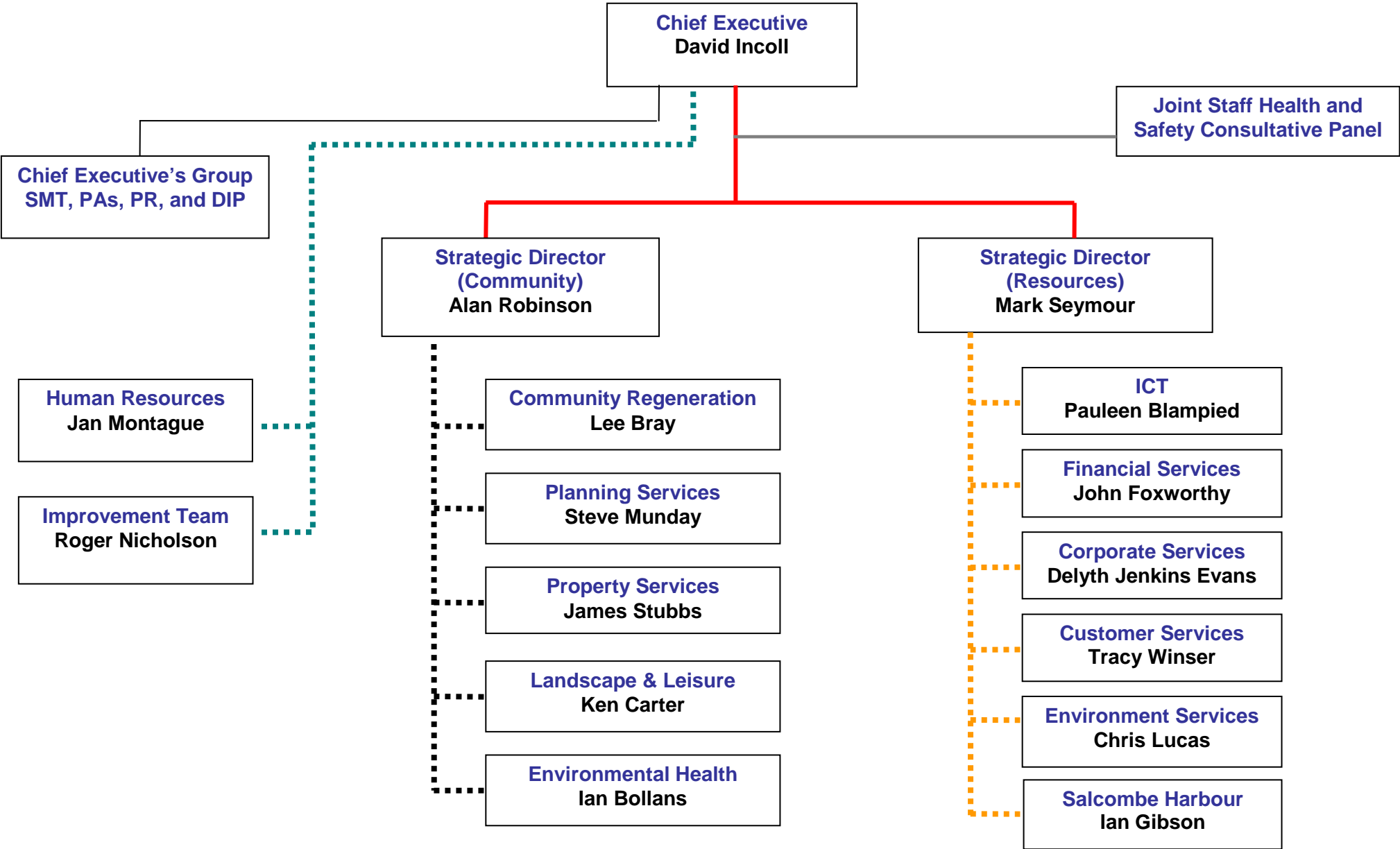
2. The services have been grouped on the following principles:
 - There should be only one substantial support group;
 - Services largely run as trading organisations are grouped together;
 - Strategic planning functions including housing are grouped together;
 - Services which relate to community groups and/or have a strategic role in community and economic strategy are grouped together;
 - The Human Resources and Improvement functions are at the heart of organisational change and report direct to the Chief Executive.

3. The principles for the structure are set out in Appendix B.

4. The functions of each service group are in more detail:

<p>Chief Executive (and Head of Paid Service)</p>	<p>Overall corporate management and operational responsibility (including overall management responsibility for all officers).</p> <p>Provision of professional advice to all parties in the decision making process.</p> <p>Together with the Monitoring Officer, responsibility for a system of record keeping for all the Council's decisions.</p> <p>Representing the Council on partnership and external bodies (as required by statute or the Council).</p> <p>Community and Economic Development, Human Resources, Improvement, Public Relations</p>
<p>Strategic Director (Community)</p>	<p>Community development, forward planning, housing, prosperity, Europe, development control, building control, estates, design and construction, Head Quarters site management, coast and countryside, tourism, parks, gardens, open spaces, arts and play, environmental health, licensing, community safety, emergency planning, and internal health and safety .</p>
<p>Strategic Director (Resources)</p>	<p>Information & communication technology, drawing office, telecommunications, accounts, finance support services, revenue & benefits, member services, legal land charges, printing, elections, reception, switchboard, post room, cash office waste and recycling, car parks and Salcombe Harbour.</p>

Appendix A – Amended July 2008



Management Service Centres

SERVICE GROUP	INCLUDES:
Community Regeneration Lee Bray	Community Development Forward Planning Housing Policy Economic Development
Corporate Services Delyth Jenkins Evans	Elections Land Charges Legal Member Services Printing
Customer Services Tracy Winser	Cash Office Post Room Reception Revenue & Benefits Switchboard
Environmental Health Ian Bollans	Community Safety Emergency Planning and Internal Health & Safety Environmental Health Licensing
Environment Services Chris Lucas	Car Parks Dartmouth Lower Ferry Waste & Recycling
Financial Services John Foxworthy	Accounts Support Services (Finance)
ICT Pauleen Blampied	Drawing Office ICT Telephone Systems
Improvement Team Roger Nicholson	Performance Management
Landscape and Leisure Ken Carter	Arts and Play Coast and Countryside Development of Parks, Gardens & Open Spaces Tourism
Human Resources Jan Montague	Personnel Payroll Training
Planning Services Steve Munday	Development Control Building Control
Property Services James Stubbs	Design and Construction Estates HQ Site Management
Salcombe Harbour Ian Gibson	Salcombe Harbour Maritime Facilities

APPENDIX B

The principles on which the current structure was established were that it should be:

- Forward looking
 - Anticipating not reacting to changing opportunities and pressures
 - Adopting a planned not reactive approach
- Flexible
 - Structurally and attitudinally able to adapt to a changing world
 - Able to respond to non-routine demands
- Outward looking
 - Addressing what the customer or community needs not doing it “our way”
 - Understanding the bigger picture
 - Seeking and learning from good practice elsewhere
 - Skilled in working with partners
- Integrated rather than departmentalised
 - Able to deal with issues which cut across traditional service boundaries
 - Able to respond as one to customers, communities and partners
 - Common standards in management, customer focus, good practice
- Capacity to develop new skills throughout the organisation
 - Willingness
 - Incentive
 - Opportunities to learn
- Self evaluating
 - Managing and monitoring performance
 - Open to criticism and self critical
 - Learning from criticism
- Opening opportunities for other staff
 - To participate in developing and delivering outside traditional lines
 - To train and gain experience
 - To be promoted
- Structural change is being accompanied by
 - Effective management training
 - Improved internal communication
 - Development and universal application of good practice and procedure
 - Greater use of small dynamic team and project working with participants from all tiers of the organisation