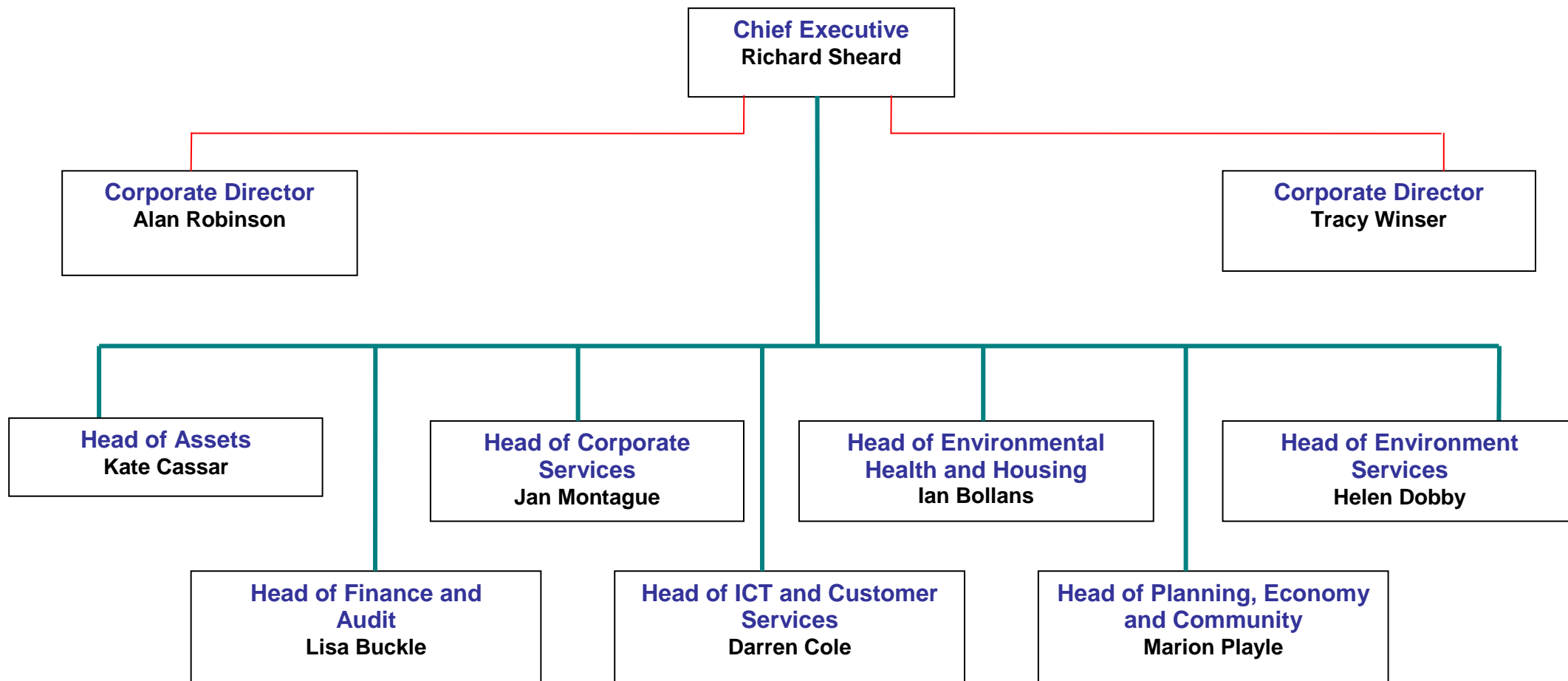


Part 7

Management Structure

1. The Management Structure of the Council was last reviewed in 2011 and a new structure has been phased in. See Appendix A. This comprises:
 - A Strategic Management Team (SMT) of the Chief Executive, two Corporate Directors and seven Heads of Service
 - Each service area reporting to one of the Heads of Service
 - Each large service area containing various middle managers
 - The role of a Corporate Director is:
 - to be a physical presence in the absence of the Chief Executive;
 - to offer support to the Heads of Service to manage their development (but not directly line manage) and act as mentor and coach;
 - to lead alongside the Chief Executive on strategic planning;
 - to relieve the Heads of Service of some of the interaction with elected Members to enable them to focus on delivering their service;
 - to lead and manage across the organisations through corporate programmes and projects – transformation, use of assets, devolution, health and wellbeing all provide four examples where resources under the control of the Heads of Service might be flexed to deliver corporate priorities as they emerge. This element, acting as the Corporate Programme Board, is crucial if West Devon and South Hams are to further develop their corporate strength;
 - to champion the organisational values and culture;
 - to lead on external partnerships that cut across the individual remit of the Heads of Service;
 - to troubleshoot on matters that need more attention than a Head of Service capacity would allow.
 - Heads of Service have the following main responsibilities:
 - To be responsible for the delivery and continuous improvement of all areas within the Service Group, including the development of relevant strategies and service plans and implementing innovative new ways of working to ensure excellent value for money.
 - To build strong and positive relationships with the relevant elected Members across both Councils and provide the support, assistance and professional advice in appropriate areas.
 - To build effective partnerships with external bodies to improve service delivery.

- To provide effective management of the Council's resources including the management of appropriate budgets and to ensure adherence to the Council's standing orders, corporate standards and financial regulations.
 - To promote and deliver consistently high standards of performance in accordance with agreed performance indicators.
 - To develop, maintain and keep under review, appropriate performance indicators in consultation, where appropriate, with the local community.
 - To effectively manage, support and develop employees within the designated service area.
 - To act as an ambassador for the Council.
 - To develop systematic and effective ways of involving community groups in the design and delivery of services.
 - To effectively utilise new technology in the design and delivery of services and the management of performance and resources.
 - To discharge agreed delegated authority on behalf of both Councils on operational matters within the service area or to ensure the effective management of officers who take an operational lead within the service area.
2. The services have been grouped to balance the desire to be radical and innovative with the need to ensure momentum is not lost and that risks are minimised.



Management Service Centres

SERVICE GROUP	INCLUDES:
Assets Kate Cassar	Building Control Building Services Dartmouth Ferry Engineering Facilities Natural Environment / Recreation (inc AONB) Property Salcombe Harbour
Corporate Services Jan Montague	Communications and Media Electoral Services Human Resources Legal Member Services Print Services
Environmental Health and Housing Ian Bollans	Environmental Health inc Licensing, Health and Safety, Community Safety Housing <ul style="list-style-type: none"> • Strategy/Enabling • Private Sector
Environment Services Helen Dobby	Civil Enforcement/Street Scene Green Space/Grounds Maintenance Recycling/Waste Collection
Finance and Audit Lisa Buckle	Financial Services Internal Audit
ICT and Customer Services Darren Cole	Corporate Improvement Council Tax/Revenues Customer Services Housing Options/Advice/Benefits ICT and Design Post Services
Planning, Economy and Community Marion Playle	Arts Community Delivery Development Management inc Enforcement, Conservation and Land Charges Economic Development Strategic Planning

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