

## **CES Directorate Review - Design Principles**

### Overview

Broad principles adopted are to delegate responsibility and accountability down to most appropriate level; with a lean and efficient management structure; which promotes the ethos of a 'one team' approach; where communications can flow easily up, down and across the chain of command; where technology and 'lean' process design is applied to enhance delivery; and ultimately delivery of important services to customers are maintained through a strong performance management culture, but with a reduced cost base.

### Tiers of Management

5 Maximum, which is in line with Chief Executive's guidance:

Tier 1 = Director

Tier 2 = AD

Tier 3 = HoS

Tier 4 = Group/Team Managers

Tier 5 = Team Leaders/Supervisors

In general, flatter and leaner management structures encourage flexibility, increase responsiveness, improve responsibility taking and reduce costs. Superfluous layers of management slow down decision making and inhibit effective communication and accountability.

### Spans of Control

Traditional model for Local Government management is span of control (direct reports) between 2-8 for upper and middle management. Using experience and reviewing Directorate, we have selected 6 as an appropriate level for CES (with a maximum of 7 where justified) based on overall scale of services and related roles. So design of structure, particularly below HoS level, needs to reflect

this principle. Large spans of control impact negatively on operational efficiency and performance management.

### Functional Groupings

Where possible and practical, functions and roles that complement each other should be brought together to ensure optimal performance. Where functions span areas, they should not be split up, but aligned to where they can achieve greatest benefit and mitigate most risk.

However, the overall shape and composition of any proposed structure needs to be balanced to ensure equivalencies in scales of responsibilities, spans of control and management capacity.

### Flexibility

Structure is designed to enable it to evolve and transform. The current review is not considering at present wider options such as outsourcing, partnering or shared services. However, reorganisation of the functions and responsibilities should facilitate wider options to be considered in future and for those areas to be benchmarked as appropriate; so that value for money can be assessed and informed decisions can be taken accordingly.

### Leadership

Senior Management, HoS upwards are leaders as well as managers, a smaller more focussed leadership team is more efficiently constituted to take the Directorate forward and implement key corporate messages, plans, ambitions and priorities.

### Culture

Management and staff alike have to divest themselves of old bureaucratic approaches and embrace new ways of working that promote efficiency, flexibility, accountability and a one team

approach. Leadership will be a key factor in taking any new operating model forward; however the extent to which old cultural approaches are dispelled and change is embraced will be a decisive element in making any revised structure and approach successful.

### Technology

Technology plays a crucial role in all areas of work and fundamentally underpins delivery of all services. Introduction and effective use of appropriate technology can generate significant efficiencies and benefits; opportunities should be explored where value could be added to processes, functions, communication and access to information. New ways of communicating and doing business using the internet, along with the exponential growth of 'social media', are areas that need to be embraced and utilised in the future.

### Performance Management

A strong performance management culture needs to be introduced to ensure that any new structure and associated processes deliver value for money and most importantly the outputs and outcomes set for customers.