

Part 7

MANAGEMENT STRUCTURE

The Council is organised into six directorates (seven if you include the Chief Executive's Department) each headed by an executive director. In addition to the Chief Executive the six executive directors are:

- (1) Executive Director of Environment, Civic Pride and Climate
- (2) Executive Director of Finance and Digital
- (3) Executive Director of Housing and Sustainable Development
- (4) Executive Director of Innovation and Change
- (5) Executive Director of Adult Social Care, Integrated Care and Public Health and
- (6) Executive Director of Children Lifelong Learning and Families

CLT

The Chief Executive and Executive Directors together form the Corporate Leadership Team (CLT). Formally the Corporate Leadership Team's role is:

- To set the strategic direction of the authority setting out the values and direction of travel.
- To agree the appropriate mix of business from time to time – being clear about what is being prioritised and reprioritised.
- To align the budgets to the business mix and to monitor spend.
- To motivate and align the development of staff to the business mix.
- To establish mechanisms for managing business risks.
- To establish systems and processes for monitoring the Council's performance.
- To develop a strategy for, community leadership, partnership working and service provision by other agencies.
- To communicate the strategies, values and direction of the organisation to the public, elected members, staff and stakeholders.

It achieves this by working alongside and in support of councillors.

Delivery takes place at the service and directorate level. Individual executive directors accept personal responsibility and therefore accountability for

service delivery in their departments and collective responsibility for service delivery across the Council.

Leaders Strategy Group

One way in which CLT works alongside councillors is at the Leader's Strategy Group. This is a regular meeting between the Cabinet and CLT members. It has its origins in the Corporate Governance Inspection of 2002. One of the findings was that the Cabinet and the CLT did not meet together on a regular basis to gain a shared understanding of key issues facing the Council. The suggestion was that without this opportunity the corporate focus on key issues might drift. The Strategy Board was established following this report; the new Administration elected in May 2006 has transformed the Strategy Board into the Leader's Policy Group. This has been renamed as the Leader's Strategy Group (LSG).

The Strategy Group is not a decision making forum and is not part of the constitutional arrangements. It is an opportunity for CLT and Cabinet to progress and chase current work and to generate new ideas for research and implementation through the formal machinery.

Departmental Management Teams (DLTs)

Each of the departments have Departmental Leadership Teams responsible for the management of the department. DLTs are not part of the constitution but part of a best practice business arrangement for managing a department. DLTs' decision making powers and rights depend on what powers and rights are given to it by the departmental director.

Managers' Forums

In order to encourage cross functional working regular management forums are held. The invitees are senior managers of each of the departments. In addition to the networking opportunity provided the forums are a channel of communication on key issues affecting the Council.