

Organisational Structure

- 6.11 A straight increase in senior management costs is clearly not desirable. Consequently options to further reduce the most senior headcount have been examined. The proposals that follow would result in a reduction of the Council's leadership team by two Directors (out of four) and one Chief Officer (out of 15). The changes would come on top of the sustained downward pressure on senior management costs which have led to a reduction of five other Chief Officer posts in the last few years.
- 6.12 In reviewing the organisational structure a number of fundamental principles need to underpin the proposals:
- ALL services are important – but the Chief Executive needs to focus on issues of real strategic significance and reflect this in the direct reports to him/her
 - the maximum comfortable span of control is about 5 or 6
 - where possible similar services need to be grouped (e.g. social care)
 - some, but not all, activities need “professional” leadership
 - not all of the Chief Executive’s direct reports have to be at the same level/grade
 - there needs to be realism about the skills available in the organisation - we need to make sure we have broadly “round holes” for the “round pegs”.

a) Finance, Organisational Development and Planning

- 6.13 Applying these principles, whilst all services are important, for the foreseeable future, Finance, Organisational Development and Planning/Regeneration have a particular added strategic importance. The financial pressures facing the Council are obvious with a need to bridge the funding gap of £25m over the period 2016/17 – 2020/21. Similarly the need for effective organisational development in the face of the changes and transformation needed to meet these financial targets in a sustainable way is largely self-evident.

Planning, particularly the completion of the Local Plan, the ongoing development of Bracknell town centre and the Council's approach to major issues such as housing growth, economic development and environmental protection will set the strategic context for the Borough for the next 20 years. These subject areas form the basis of “place-shaping” and the legacy that each Council leaves to its successors. As such it is a key concern of both the political leadership and the Council's management.

- 6.14 Given their strategic significance each of these three functions should report directly to the Chief Executive. Each is led by a professional with specific expertise in the subject area rather than a “general manager”. These are, not, however, functions that have any compelling synergies with other service blocks that would naturally form the foundation for a wider grouping of activities in a slimmed down leadership structure.

b) People Services

6.15 By contrast, social care and people related items form an obvious service block drawing together adults and children's services – exactly along the lines of the proposals for a People Directorate that were agreed by the Executive in November 2017. Such a grouping is very large, covering around two thirds of the Council's spending. To ensure it is effectively managed, senior officers operating at Chief Officer level will need to lead each of adult and social care; learning/support and challenge for schools; public health; commissioning across all service areas; and increasingly, early help (which includes housing and benefits and a wide range of other 'preventative' services). Such a wide grouping of activities will need an Executive Director to whom the six service blocks will report. The Executive Director role will bring a strategic coherence and drive forward and coordinate important opportunities for integration of elements of adults, children's and public health services.

c) Other Service Blocks

6.16 Adopting this approach leaves six important service blocks of varying sizes which do not sit naturally within the emerging framework of people, place and planning, finance and organisational development/transformation. These are:

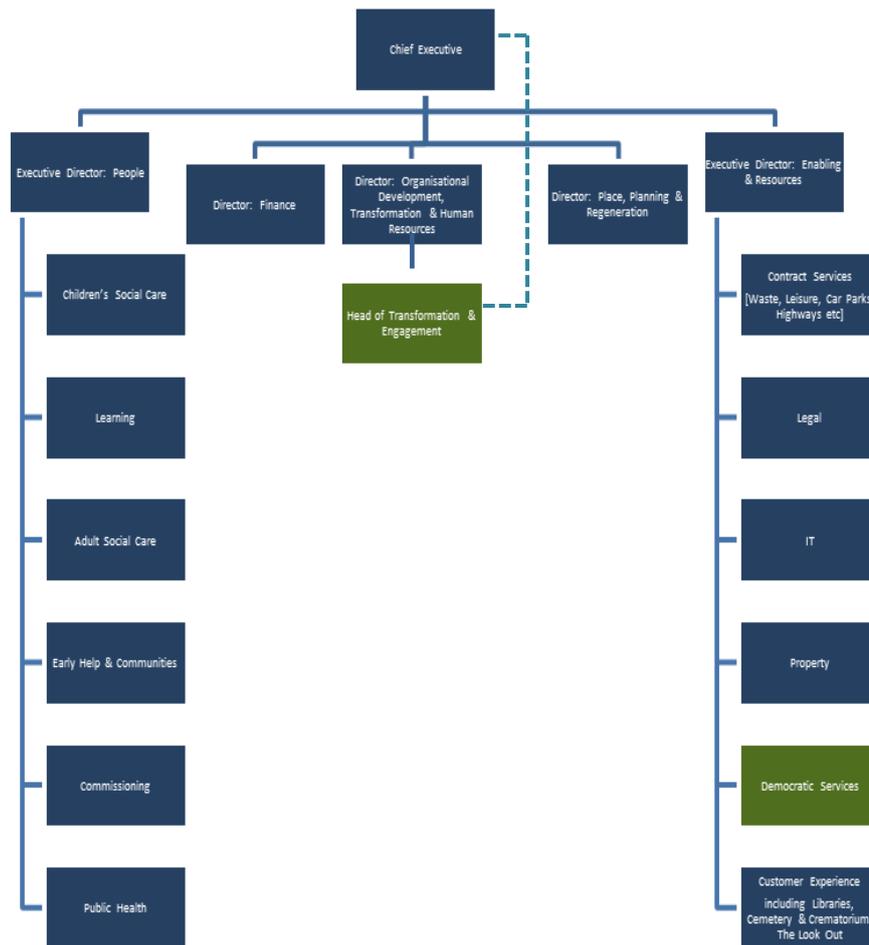
- Environment (essentially contract) Services
- Legal
- Democratic Services
- ICT
- Property
- Customer Experience

6.17 The potential exists within this grouping of services to pioneer an exciting and innovative approach to customer services by bringing all of the Council's front line "choice" services into one Department. That would clearly involve the current customer contact centres but could be expanded to include libraries, the Cemetery and Crematorium and E+ Card. All of these services are vitally important to the Council's overall presence in the Borough and to its "brand". A common theme for each of the services is the customer experience, with a sharp focus on residents as customers. Drawing all of these services into one Department will offer a significant opportunity to realise this and drive forward a common approach across a wide range of activities.

Adopting this approach to front line customer experience services would leave the client for the recently outsourced leisure contract falling very naturally into the Environment/Contract Department where client side and contracting expertise is a core requirement.

6.18 The remaining activities – Legal, ICT, Property and Democratic Services are all important enabling support activities. Grouping this wide range of largely disparate activities together would require a second senior "Executive" Director to provide overall co-ordination and leadership, although as with the current Environment, Culture & Communities and Resources Departments, a specific background and expertise in any specific area is less important than strong general management and leadership skills along with the ability to help drive forward the Council's new approach to service delivery.

The resulting high level structure would be as follows:



- 6.19 In effect the Chief Executive would be supported by two Executive Directors and sixteen other staff on Korn Ferry grades. Three of these, covering Finance, Organisational Development and Place, Planning & Regeneration would form the Corporate Management Team with the Chief Executive and Executive Directors. These three would be designated as Directors, reporting directly to the Chief Executive. The grade of each would be determined by the Korn Ferry evaluation but is unlikely to be at the level of Directors in the current structure. The remaining Korn Ferry graded senior officers would report to an Executive Director under the designation of Assistant Director, which many of the current Chief Officers have indicated is a more modern title which is likely to present the Council in a more positive light in the recruitment market. Detailed structures below this level would be a matter for individual Directors and Assistant Directors.