LEICESTERSHIRE COUNTY COUNCIL

ORGANISATIONAL DESIGN PRINCIPLES

FRAMEWORK FOR DEVELOPING ORGANISATIONAL STRUCTURES

This framework has been developed to assist managers in implementing the Council's Organisational Design Principles. When drawing up a new organisational structure or amending an existing one this policy must be followed. This will ensure:

- Structures within departments and across the Council as a whole are able to effectively deliver services to meet customer requirements.
- By adopting a consistent approach to formulating job roles there is strategic alignment to the Council's functional operational model – Commissioner/Provider split.
- The application of improved governance arrangements for the Council's HAY Job Evaluation scheme which will further support meeting the requirements of equal pay legislation.

Overview of Key Service Areas

Each service department will have the following broad outline structure

Strategic Commissioning	Operational Commissioning	Provider Services
- Achieving priority outcomes - The development of strategy - Budget accountability - Meeting statutory requirements - Developing partnerships	- Develops service specifications - Makes operational decisions and identifies how individual needs will be met. - Controls expenditure	- Provides a number of front line customer services. - Makes initial / local decisions in relation to how a service may be delivered – at the point of delivery.

Role of Procurement and Commissioning Support

To support the operation and delivery of the above departmental functions, the Council has a Procurement and Commissioning Support Unit which operates, through the business partner model, on the basis of a Centre of Excellence. The Procurement and Commissioning Support Unit will provide departments with:

- A professional lead on commissioning support and commercials.
- Commercial support and challenge across the commissioning cycle with early engagement at service design and commissioning decision phase.
- Work with service area to help identify potential opportunities.
- Support and challenge for market management, including development of SME's, social value etc.

- Support and challenge for provider and contract development and management.
- Undertake on-going contract management for business critical/high value contracts.
- Provide challenge re value for-money.
- Corporate lead on corporate commissioning strategy, setting standards, tools, toolkits, training.

Role of other Support Services

Strategic professional support in the areas of HR, Finance, ICT, Transformation, and Property is also via the business partner model. Departments have an allocated Business Partner for each area and they will attend meetings such as Departmental Management Team. Other Business Support Services will be provided and managed departmentally.

Senior Management Structure

Each Department will be managed by a Departmental Senior Management Team. This will typically consist of the Director and a number of Assistant Director Posts. Usually there will be an Assistant Director Lead for Commissioning and one for Providing and reporting to them will be a number of Head of Service posts which will be responsible for the overall management of the team. However, service departments, dependent on the nature of the services being delivered are able to have Assistant Director posts which are more broad and/or dedicated to leading the provision of a specialist service. In these circumstances, the commissioner/provider split will be at Head of Service level.

Job Profiles

For each level of senior management post – grade 15 and above, there is a set job profile template which has to be used. This includes a number of corporately agreed responsibilities which senior managers are required to do as part of their role.

Assistant Director and Heads of Service Posts – Grade 15 and above

Working to the job profile template the key duties and responsibilities for each of these posts need to be included. These should remain generic. Any changes over time will not necessarily lead to any changes in grading.

Team Manager Posts – Grades 12 to 14

Reporting to Heads of Service will be the post of Team Manager. A job profile template is also attached outlining a set of corporately agreed management responsibilities at these levels. Again these are to be added to in order to meet further service requirements, but must remain generic. As with Assistant Director and Heads of Service posts, any additions will not necessarily impact on the grade.

Remainder of the Management Structure

Both the corporate and best practice design principles should be referred to when designing the remainder of the structure. In addition to this, reference should also be made to information which accompanies the HAY job evaluation scheme. The Council has adopted in the majority of areas a 'Job Family' approach which provides a guide as to the type of work and level of responsibility, which is to be carried out at various grades.

Succession Planning

In a number of areas, the Council has recognised that it is either difficult to recruit, retain or both into certain professions. Therefore to assist with succession planning, career development schemes have been, or can be, put in place. Advice and guidance on developing and implementing these is available from Strategic HR.

Job Evaluation

As a reminder, it is a requirement that all posts within the County Council go through the job evaluation process. A record will be kept of the rationale for the grade together with the date of when the post went through the job evaluation process.

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