



Leicestershire County Council Senior Management Structures and Organisational Design Principles Policy and Manager's Guidance

Purpose

Leicestershire County Council has adopted a Functional Operating Model, to enable the delivery of cost effective services to the people of Leicestershire. The Council's key aim is to provide services to its community which give a better quality of life by putting the customer first. Therefore organisationally, it needs to be structured in such a way so it can achieve this.

To meet the ever increasing demands of the Medium Term Financial Strategy the Council has to maximise the use of its resources. To assist in achieving this it will be adopting an increasingly commercial approach to both the commissioning and provision of services. Being a commercially minded organisation means having a strong focus on outcomes and costs. It is important that the Council has a consistent and robust approach to contract management can develop excellent supplier/provider relationships and, through effective performance management arrangements, can offer, where possible, a choice in service providers where it is also confident in the quality of services being provided.

To optimise this position, the Council needs to have in place an effective senior management structure and all posts should have clearly defined roles and responsibilities. The reporting structure should be transparent and open with clear lines of accountability. An effective structure will greatly assist in the development of collaborative working relationships across departments, working effectively in partnership with other organisations and being able to move forward on the implementation of specific integration agendas. The overarching requirement is to have a leaner, flexible and skilled workforce who are equipped to work collaboratively across different structures and organisations to deliver our priorities.

As the Council has the responsibility for commissioning as well as providing a number of diverse services there are distinct advantages to be had if departments follow a consistent approach to developing their staffing structures. Longer term, as the Council will need to continuously change in order to meet the requirements of the Medium Term Financial Strategy, there will have to be a degree of flexibility to manage this in order that no disruption is caused to service delivery.

Therefore, the purpose of this guidance is to set out a number of design principles to be used in order to establish consistency in the development of organisational structures both within departments and across the Council as a whole. The principles have been approved by CMT and departments should adopt them when designing or reviewing structures.

It is recognised that some departments at present may not be able to meet all of these requirements, but given the nature of the transformation programme, departments should work to these when reviewing services. If a department wishes to deviate from any of the principles, the respective HR Business Partner should be consulted.

When designing a new structure or looking to revise an existing one it is important that Strategic HR Services are contacted for advice and guidance.

Please Note: All new and revised organisational structures require the approval of both the HR and Finance Business Partner.

Corporate Design Principles

To help guide the development of the future shape of the Council we have developed asset of corporate Design Principles. These are:

- The Council's organisational structure must be able to demonstrably deliver the strategic outcomes of the Council's Corporate Plan. Therefore to deliver cost effective value for money services adopting a commercial approach, structures within service departments will be organised on a commissioner/provider split;
- The number of management tiers between the Chief Executive and the customer should be kept to a minimum as the Council needs to have in place a more cost effective flatter structure. The only exception will be within those areas where, due to legislative requirements, e.g., social work, it needs to have additional hierarchy.
- Key support services will be organised and managed corporately. The Council has implemented a Business Partner Model to provide a strategic link for departments and procurement and commissioning support (support for service design and sourcing and for contract management of business critical/high value contracts) will be provided from a Centre of Excellence.
- The structure must maximise the speed of responsiveness. Bureaucracy and process must be kept to a minimum to support good customer access to services;

- Structures should be designed to be flexible It is important that the organisation is able to deploy its resources quickly and flexibly to meet changing needs. This will require job profiles and contracts of employment to be written to accommodate this. Further advice available from Strategic HR Services.
- Structures and working arrangements need to allow for the continued learning and development of all employees.

Best Practice Design Principles

Best practice design principles include:

- To group similar capabilities together;
- Clear roles and reporting lines;
- Unity of command - an employee should only have one direct line manager at any one time, although they can report to others as part of a matrix structure;
- 'One on One' structures should not be in place. A manager or a supervisor should ideally have more than one direct report
- Design for business need - a job should be designed around activities that need to be performed, not tailored to the qualifications or the experience of any individual;
- Clear interface with customers and providers;
- No single points of failure – it is important that a structure is not created where there are roles which lead to the whole operation failing if one individual is absent;
- Similarity between size and nature of roles at the same grade.
- Span of Control – The ideal span of control, (the number of direct reports to a manager), should be no more than 12 people. However, in certain service areas this may be greater due to the nature of the work. Examples include: Domiciliary Care, Youth Services and Highways Maintenance.

Senior Management Structure

The senior management structure of the Council consists of those posts which are graded 15 and above. Within departments the structure typically should consist of a Director, having (where appropriate) a number of direct reports at

Assistant Director Level. Based on a commissioner and provider split, each area will be managed by a service manager.

Posts at this level have the key responsibility of providing strategic leadership so the organisation can deliver its strategic aims. They take a lead in performance, financial and people management, setting the culture and behaviours expected of the workforce and are accountable for the development and delivery of departmental service and business plans.

Job Evaluation – The Grading of Posts

It is important that the Council adopts an overall consistent approach not only to developing its organisational structure but also to the creation of posts within it. As the Council consists of a number of departments, arrangements need to be put in place to ensure that posts which broadly have similar duties and responsibilities to ones already in existence, but are written in different ways do not lead the job evaluation process to allocate different grades. This could lead to potential equal pay claims managers must be aware of this and follow the advice they receive from the HR Service. If the advice is not followed the matter will be escalated via the HR Business Partner to the Assistant Director for Corporate Services and Transformation for a decision.

Further Advice and Guidance

This Policy should also be read in conjunction with the Council's Policy on Organisational Change. Further advice and guidance is available from Strategic HR Services and HR Business Partners.