

Part 7

Management Structure

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1. Introduction

Ashford Borough Council's current management structure came into effect in late 2010.

2. The Key Features

The primary purpose of the Council's management arrangements is to ensure that the organisation as a whole implements the policies and strategies that Members of the Council have approved, in an efficient and effective manner; and to support and advise Members in discharging their various responsibilities.

The management structure revolves around seven key main business units:

Business Change and Technology
Cultural Services
Customers, Homes and Property
Environmental Services
Financial Services
Legal and Democratic Services
Planning and Development

These services are focused on delivering quality services to the community. Heads of those Services have substantial devolved responsibility for managing their own resources in line with the agreed Business Plan and Budget and operational service needs.

The **Management Team** comprises a Chief Executive, a Deputy Chief Executive and six other Heads of Service.

Additionally, there are three other services responsible for key cross-cutting "corporate" activities:

- Audit
- Personnel and Development
- Strategy, Partnerships and Communications

The structure is expressed in the diagram at Appendix A.

3. **Management Team**

The collective roles and functions of the Management Team are summarised in the diagram at Appendix B and are focused on the delivery of the council's priorities and statutory responsibilities. In discharging those roles participation of staff across services is encouraged through using Officer Working Groups and Project Task and Finish Groups.

Although there is no longer any formal Directorate structure within the organisation, each member of the Management Team supervises and mentors a defined group of services.

4. **Responsibilities of the Management Team and the seven main business units**

Chief Executive

Responsible for:

- Business planning for the council.
- Overall management and ensuring that service delivery to the people of the borough is of as high a quality as possible and that all the resources of the Council are used in the most effective way.
- Leading and directing the Management Team, ensuring a corporate approach to management of the Council.
- Ensuring Council policies are put into action, performance is evaluated and keeping the operations of the Council under review.
- Identifying and monitoring critical issues and problems, reporting these to Councillors and taking action to address them.
- Overseeing the local strategic partnership, and community and voluntary sector work.
- Overall responsibility for election matters.
- The Chief Executive is the statutory Head of Paid Service.

Deputy Chief Executive

Responsible for:

- Finance services (including accountancy, financial management, and treasury management). The Deputy Chief Executive is the statutory Chief Financial Officer for the council.
- Council tax collection, business rates and benefits services.
- Personnel and development services.
- Internal audit and governance services.

- Overseeing performance monitoring and management, and risk management arrangements.
- Advising on longer term financial planning and other policy issues more generally.

Head of Business Change and Technology

Responsible for:

- Business process design and change management services.
- information technology - technical support, systems development, telephony.
- IT procurement.
- IT Project management.
- Data protection and Freedom of Information Act issues

Head of Cultural and Project Services

Responsible for:

- Sports development and facilities for children and young people.
- Working with trusts in managing leisure and community facilities such as the Stour Centre, Julie Rose Stadium and Tenterden Leisure Centre.
- Promotion of tourism, including tourist information centres.
- Project management services across the council.
- Art and cultural services.
- Conservation and heritage, and public art.

Head of Customers, Homes and Property Services

Responsible for:

CUSTOMER Services

- Face-to-face customer contact services, call centre (telephone).
- internal document management and support services.

HOMES

- Council housing management services, including repairs
- Homeless person's services.
- The council's housing waiting list and lettings scheme.
- Working to provide new affordable homes.
- Disabled facilities grants.
- Unauthorised encampments.

PROPERTY Services

- General valuation and property advice to the Council.
- Land and property management and its maintenance.
- Acquisitions and disposals of land and property.
- Management of the council's industrial and commercial properties.

Head of Environmental Services

Responsible for:

- Environmental contracts, such as domestic refuse collection, street cleansing, grounds maintenance and pest control.
- Community safety and anti-social behaviour.
- Town centre and Tenterden market management.
- Maintenance of public car parks, bus shelters, street nameplates etc.
- Off-street parking services and enforcement (on and off street).
- Environmental health and protection.
- The Ashford Monitoring Centre, which includes CCTV, intruder alarms and Telecare.
- Emergency planning and business continuity management.

Head of Legal and Democratic Services

Responsible for:

- Legal advice and support to the Council and its services.
- Members' and democratic support services.
- Electoral registration and administration of elections.
- The Head of Legal and Democratic Services is the Council's statutory Monitoring Officer and principal adviser to the Council's Standards Committee which is responsible for ethical framework and code of conduct issues and Ombudsman matters.

Head of Planning and Development Services

Responsible for:

- Development control.
- Protected trees and enforcement.
- Building control.
- Plan making and masterplanning.
- Urban design and conservation.
- Economic development.
- Land charges and major sites projects support.

Appendix A

Structure



Appendix B

Management Team Roles/Functions

