

Part 7

Management Structure

Management Structure

1. Introduction

Ashford Borough Council's current management structure came into effect in 2017.

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 three directorates (Finance and Economy, Law and Governance and Place and Space) which contain ten service areas:

- Corporate Property and Projects
- Corporate Policy, Economic Development and Communications
- Culture
- Environment and Land Management
- Finance and IT
- Health, Parking and Community Safety
- Housing
- HR and Customer Services
- Legal and Democracy
- Planning

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.

There is also a small department focusing on setting up the Chilmington Management Organisation as part of the Chilmington Green housing development.

The **Management Team** comprises a Chief Executive, three Directors and ten other Heads of Service.

Additionally there is another area responsible for the key cross-cutting "corporate" activity of Internal Audit (staff are employed by Maidstone Borough Council as part of a shared service partnership)

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.

Each member of the Management Team supervises and mentors a defined group of services.

4. **Responsibilities of the Management Team and the ten main service areas**

Chief Executive

Responsible for:

- Business planning for the council
- Overall management and ensuring that service delivery to the people of the borough is of the highest quality 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
- The Chief Executive is the statutory Head of Paid Service

Director – Finance and Economy

This role provides leadership and direction in the development and implementation of strategic objectives across a range of functions and services that include commercial, statutory and support services to the borough of Ashford. It supports the Chief Executive in ensuring corporate governance is to a high standard and aligned to help support the delivery of the vision for the borough.

The Portfolio Holder is also the Section 151 Officer for the Council.

Responsible for:

- Corporate Property and Projects
- Finance and IT
- Housing

Director – Law and Governance

This role provides leadership and direction in the development and implementation of strategic objectives across a range of functions and services that include commercial, statutory and support services to the borough of Ashford. It supports the Chief Executive in ensuring corporate governance is to a high standard and aligned to help support the delivery of the vision for the borough.

The Director 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 oversight of Ombudsman complaints

Responsible for:

- Community Safety and Wellbeing
- HR and Customer Services
- Legal and Democracy

Director – Place and Space

This role provides leadership and direction in the development and implementation of strategic objectives across a range of functions and services that include commercial, statutory and support services to the borough of Ashford. It supports the Chief Executive in translating the vision for the borough into a direction for the council.

Responsible for:

- Culture
- Environment and Land Management
- Planning

Head of Corporate Property and Projects

Responsible for:

- The delivery of the capital programme
- Managing council assets
- Town centre regeneration
- Ashford Farmers' Market
- Procurement
- Delivery of other corporate projects

Head of Corporate Policy, Economic Development and Communications

Responsible for:

- Policy, performance monitoring, scrutiny and programme management
- Data protection and governance
- Economic development and inward investment

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- Corporate communications and marketing
- Web and design

Head of Culture

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
- Art and cultural services, conservation and heritage, and public art

Head of Environment and Land Management

Responsible for:

Environmental and Contracts

- Environmental contracts, such as domestic refuse collection, recycling, street cleansing, and pest control
- Grounds maintenance
- Dog warden
- Cemeteries

Aspire Landscape Management (Grounds Maintenance team)

Delivery of all grounds maintenance services including but not limited to mowing, pruning, planting, clearing and litter picking on various spaces owned by the Council including open green spaces, parks, floral beds, cemeteries, areas around housing sites, hedges, sports pitches and associated foot paths.

Head of Finance and IT

Responsible for:

- Overseeing internal audit and governance services

Accountancy

- Preparation of the council's annual budget
- Final accounts
- Budget monitoring
- Medium term financial planning
- Insurance
- Treasury management
- Financial advice to councillors, management and services

Exchequer

- Payment of all sums due from the council
- Accounting for all money received
- Collection and recovery of all miscellaneous debts due

Revenues and Benefits

- Administration of council tax
- Business rates
- Housing and council tax benefit, including responsibility for the investigation and prosecution of benefit fraud

Information Technology

- Systems development
- Technical support and telephony
- IT procurement and contract management
- IT project management
- GIS mapping

Head of Community Safety and Wellbeing

Responsible for:

- Environmental health and protection
- Maintenance of public car parks, bus shelters, street nameplates
- Off-street parking services and enforcement (on and off street)
- Engineering
- Resilience and events safety
- Community safety and anti-social behaviour
- Health and safety
- The Ashford Monitoring Centre, which includes CCTV, intruder alarms and Telecare

Head of HR and Customer Services

Responsible for:

Personnel and Development

- Managing and developing the council's staff related policies
- Recruitment
- Training and development

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- Payroll
- Organisational development
- Ensuring there is equality of opportunity and treatment for both existing and potential staff

Customer Services

- Customer services face to face and telephone at the Civic Centre and in Tenterden
- Digital delivery

Head of Housing

Responsible for:

- 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
- Electricians working for the council
- Syrian vulnerable persons resettlement
- General valuation and property advice to the council

Head of Legal and Democracy

Responsible for:

- Legal advice and support to the council and its Members and officers
- Provision of a service to support the democratic decision making processes of the council and the mayoralty
- Provision of electoral registration services
- Provision of a service to manage all local and national elections and referendums in the borough
- Data protection and Freedom of Information Act

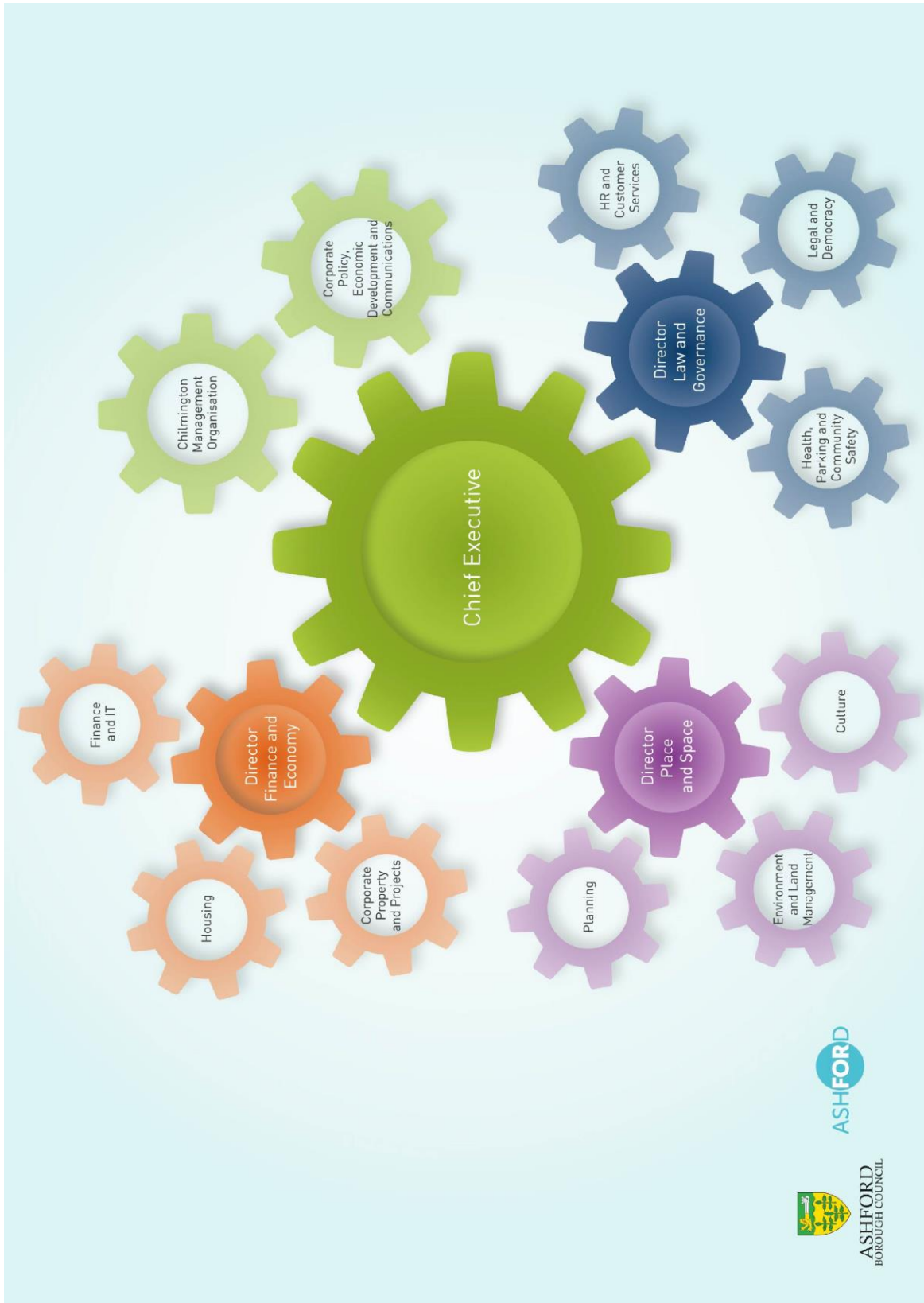
Head of Planning and Development

Responsible for:

- Plan making and master-planning
- Strategic sites and urban design
- Development management
- Protected trees, conservation and enforcement
- Building control
- Property searches and street naming

Appendix A

Structure



Appendix B

Management Team Roles/Functions

