Environment Overview and Scrutiny Committee 12th May 2011

Environment Directorate interim management arrangements

1. Background

1.1 In March the Chief Executive advised members of new appointments into the management team of the council, including:

- reduction in the number of Group Director posts from 5.6 to 1.6
- as far as possible collapsing the top two tiers into one
- saving £700,000 per annum (34%)
- a span of control of 7, an example of the flat structure which will be a design principle for the rest of the organisation.

1.2 The top-level structure chart is attached (appendix 1). This reflects a different approach to running the council, with more focus on customer need and commissioning. For the six months to October the emphasis is on creating a strategic commissioning function of up to 200 staff supporting the Commissioning Directors who will be responsible for commissioning outcomes, not services, based on sound evidence of need and working closely with members to decide what the council will and will not do. From October through until March 2012 the emphasis will be on reshaping the delivery arm of the council to ensure that outcomes are achieved. By April 2012 the old structures designed around Directorates will have disappeared.

2. Environment

2.1 The following interim management arrangements will be in place until October, and will then be reviewed to ensure leadership and continuity until the new structures are fully operational in April 2012:

- Duncan Jordan is the new Chief Operating Officer, and along with his existing roles of managing the Children and Young People’s Directorate, and oversight of Environment, now also has oversight of the Community Safety Directorate.

- Nigel Riglar is the Commissioning Director for Communities and Infrastructure, which includes Environment (but from a commissioning perspective). For the interim period all Environment services except Waste and Highways will report to Nigel Riglar.

- Jo Walker finished as Director: Environment at the end of March and took up her new role as Strategic Finance Director for the council. She retains management responsibility for Waste services and the residual waste project.

- Jon Hall, alongside his role of Chief Fire Officer and Head of Community Safety, has taken on interim responsibility for Highways Services.

2.2 These interim arrangements are shown on the structure chart attached (appendix 2).
Span of Control = 1:7
Cost saving against existing = £700K+ (34%)