Part G

Council Employees

and

The Management Structure
COUNCIL EMPLOYEES AND THE MANAGEMENT STRUCTURE

1. Definitions

1.1 The use of the word ‘employees’ means all staff engaged by the Council to carry out its functions. This includes those engaged under short term, agency or similar arrangements.

1.2 The Council may engage such employees as it considers necessary to carry out its functions. It has a workforce of some 8,900 employees, including schools-based staff.

2. Introduction

2.1 The Council’s Chief Executive has overall responsibility for the management of the organisation and its employees. The Chief Executive is supported in this through the Corporate Management Team (CMT), which comprises him/herself and the Corporate Directors of the four departments of the Council. Together, they take corporate responsibility for managing the organisation.

2.2 The Corporate Directors, in addition to having responsibility for the corporate management of the Council, also have responsibilities for various services that the Council either delivers or arranges delivery of. They carry out their service responsibilities through their Divisional Directors.

2.3 The Council seeks to provide seamless services to its community and manages services through the following departments:

- Chief Executive
- Adult and Community Services
- Children’s Services
- Customer Services
- Finance and Resources

2.4 All senior managers – the Chief Executive, Corporate Directors and Divisional Directors – are expected to work towards achieving the six Community Priorities. These are:

- **Safe** – a safer borough where the problems of antisocial behaviour have been tackled and all your people have a positive role to play in the community.

- **Clean** - a clean, green and sustainable borough with far greater awareness of the actions needed to tackle climate change, with less pollution, waste, fly-tipping and graffiti.

- **Fair and respectful** – a stronger and more cohesive borough so that it is a place where all people get along, and of which all residents feel proud.

- **Healthy** – a healthy borough, where health inequalities are reduced with greater knowledge of lifestyle impacts on health.
Prosperous – an ambitious and prosperous borough that supports business, jobs and skills, attracting new business with economic, social and environmental resources harnessed for the good of all.

Inspired and successful young people - a borough of opportunity for all young people so that they can play an active economic role for the good of all.

2.5 In doing so, they:

2.5.1 Take responsibility for working on behalf of the whole Council
2.5.2 Work closely with Members – on corporate or service issues
2.5.3 Work closely with the community (individuals, organisations, businesses etc) on Borough-wide issues and particularly in their service areas
2.5.4 Take responsibility for managing the organisation, as part of the Corporate and/or their respective Department’s Management Team
2.5.5 Lead their services; develop policies and standards of service; ensure arrangements to meet these; account for their services; strive to continuously improve services; manage the work and resources – people, finance, information and assets.

2.6 In carrying out their work, they must ensure that they comply with legislative requirements as well as Council policy, the rules, protocols and procedures set out in the Council’s Constitution, and any other requirements of the Council.

3. Departmental Structures and Management Responsibilities

3.1 What follows is an outline of the management responsibilities both for managing the Council’s organisation and the services provided or arranged for the community. It needs to be read in conjunction with the Council’s Scheme of Delegation (Part C of the Constitution). The Council’s organisation structure can be seen at:


3.2 As the requirements for services change, so the organisation and the management responsibilities will change or move. The arrangements for managing are therefore outlined broadly and seek to show the variety of activities carried out in the organisation, where they are managed and what the responsibilities include. These may change from time to time and the Constitution will be updated when any significant changes occur.

3.3 Corporate Management

3.3.1 The Chief Executive

3.3.1.1 The Chief Executive is appointed as the Council’s Statutory Head of Paid Service and has authority over the Corporate Directors.
3.3.1.2 He/she manages the interface between the Council and those paid employees who are responsible for delivering to the Council’s priorities. This means providing leadership to the Council’s paid employees, thinking and planning for the future, converting the Council’s policies into action, developing processes, people and management skills to ensure that the organisation delivers against stated objectives.

3.3.1.3 To do this, the Chief Executive works closely with Members, his/her Management Team, and partner organisations outside the Council, and manages arrangements through the Corporate Directors.

3.3.2 The Corporate Management Team (CMT) is made up of the:

(a) Chief Executive
(b) Corporate Director of Adult and Community Services
(c) Corporate Director of Children’s Services
(d) Corporate Director of Housing and Environment
(e) Corporate Director of Finance and Resources

It is responsible for:

(a) Ensuring a corporate approach to working to ensure that Council policy is consistently applied
(b) Working with Members to listen to their ideas and aspirations for the community, gain support for proposals and developments, and then support them to achieve agreed outcomes, within an equalities context
(c) Providing leadership and being the agent for change
(d) Providing advice on forward planning and ensuring that policies, plans and programmes are in place in order to achieve outcomes
(e) Maximising the deployment of the Council’s resources – its people, finance, information and assets
(f) Creating a working environment where the Council’s requirements are clearly communicated, where employees are committed to work positively on behalf of the community and strive to continually improve performance.

3.3.3 Divisional Directors

3.3.3.1 The CMT is supported by Divisional Directors in each of the departments who in turn support the corporate strategies and contribute to successfully achieving the Council’s priorities through performance management and the delivery of services.
3.3.3.2 They must ensure that their employees understand the policies and requirements of the Council and successfully implement these. Divisional Directors also contribute to the initiatives considered by the CMT.

3.3.3.3 Each Divisional Director takes responsibility for specified areas in addition to sharing the management responsibility for services across the departments. They also:

(a) work with Members and the community, thinking about the effect of issues on the well-being of the community – with an emphasis on their area of service;

(b) contribute to and support the Council’s priorities; encourage and support ideas and innovation and work to bring these to fruition for the benefit of those receiving services;

(c) in this context support the Council’s aims for economic and social regeneration in the Borough.

4. Management and Services in the Departments

4.1 Chief Executive

4.1.1 The Department leads and supports the Council in the development of efficient and effective services for the community. It is specifically responsible for the legal, democratic and electoral processes, corporate policy and communications and human resources and organisational development.

4.1.2 These areas are managed through the following Divisional Directors, who form the Department’s Management Team:

(a) Divisional Director of Legal and Democratic Services
(b) Divisional Director of Corporate Policy and Public Affairs
(c) Divisional Director of Human Resources and Organisational Development

4.2 Adult and Community Services

4.2.1 Corporate Director

4.2.1.1 The Corporate Director manages the Adult and Community Services Department. To do this, he/she works closely with Members, the CMT other Council departments and partner organisations outside the Council.

4.2.1.2 The Department is responsible for promoting the independence and well being of adults and older people; co-ordinating work on wider community safety issues; and for leisure, library and heritage services.
4.2.1.3 These areas are managed through the following Divisional Directors who form the Department’s Management Team:

(a) Divisional Director of Adult Commissioning  
(b) Divisional Director of Culture and Sport  
(c) Divisional Director of Community Safety and Public Protection  
(d) Divisional Director of Adult Social Care  
(e) Operations Divisional Director of Mental Health (NELFT/LBBD)  
(f) Divisional Director of Health and Wellbeing

4.3 Children’s Services

4.3.1 Corporate Director

4.3.1.1 The Corporate Director manages the Children’s Services Department. To do this, he/she works closely with Members, the CMT, other Council departments and partner organisations outside the Council.

4.3.1.2 The Department is responsible for the strategic planning and coordination of services for children and young people, aged 0-19, in the Borough. It provides support for children and young people, and their families, in five main areas which are based on the national outcomes framework of the Children Act 2004. These are for all children and young people to:

(a) Be Healthy  
(b) Stay Safe  
(c) Enjoy and Achieve  
(d) Make a Positive Contribution  
(e) Achieve Economic Wellbeing

4.3.1.3 These areas are managed through the following Divisional Directors who form the Department’s Management Team:

(a) Divisional Director of Commissioning and Safeguarding  
(b) Divisional Director of Education  
(c) Divisional Director of Targeted Support  
(d) Divisional Director of Children’s Complex Needs

4.4 Housing and Environment

4.4.1 Corporate Director

4.4.1.1 The Corporate Director manages the Housing and Environment Department. To do this, he/she works closely with Members, the CMT, other Council departments and partner organisations outside the Council.

4.4.1.2 The Department is responsible for bringing together many of the Council’s main front-line teams to deliver a wider range of flexible and
accessible services that offer real support to the community and positively affect the wellbeing of those living and working in the borough.

4.4.1.3 These areas are managed through the following Divisional Directors who form the Department’s Management Team:

(a) Divisional Director of Housing Strategy  
(b) Divisional Director of Housing and Neighbourhoods  
(c) Divisional Director of Environment

4.5 Finance and Resources

4.5.1 Corporate Director

4.5.1.1 The Corporate Director manages the Finance and Resources Department. To do this, he/she works closely with Members, the CMT, other Council departments and partner organisations outside the Council.

4.5.1.2 Finance and Resources is responsible for leading the sound administration of the Council’s financial affairs including:

- corporate and strategic finance
- audit and risk
- regeneration and economic development

It leads and supports the Council in the regeneration and economic development of the Borough and is responsible for all the Council’s assets, including the delivery of a wide range of professional services relating to the infrastructure of the borough. The Department is also responsible for ICT and transformation and delivers the Barking and Dagenham Direct Services.

4.5.1.3 These areas are managed through the following Divisional Directors who form the Department’s Management Team:

(a) Divisional Director of Commercial Services  
(b) Divisional Director of Regeneration  
(c) Divisional Director of Finance  
(d) Divisional Director of Assurance and Risk  
(e) Divisional Director of Customer Strategy, ICT and Transformation

5. Statutory Officers

5.1 Certain positions are required by legislation:

5.1.1 The Head of Paid Service has a specific responsibility for:
5.1.1.1 determining and publicising a description of the overall departmental structure of the Council which shows the management structure and the deployment of employees; and

5.1.1.2 reporting to the Assembly on the manner in which the discharge of the Council’s functions is co-ordinated, the number and grade of employees required for the discharge of functions, and the organisation of employees.

5.1.2 The Head of Paid Service may not be the Monitoring Officer but may hold the post of Chief Financial Officer (Section 151 Officer) if a qualified accountant. In Barking and Dagenham, the Chief Executive is the Head of Paid Service.

5.2.1 The Corporate Director of Children’s Services

5.2.1.1 The Council has appointed a Corporate Director of Children’s Services as required under the Children Act 2004 to carry out the following statutory responsibilities:

(a) functions conferred on or exercisable by the authority in their capacity as a local education authority;

(b) functions conferred on or exercisable by the authority which are social services functions (within the meaning of the Local Authority Social Services Act 1970 (c. 42), so far as those functions relate to children;

(c) the functions conferred on the authority under sections 23C to 24D of the Children Act 1989 (c. 41) (so far as not falling within paragraph (b));

(d) the functions conferred on the authority under sections 10 to 12 and 17 of the Children Act 2004.

5.2.1.2 The Children Act 2004 further provides that the Director of Children's Services may also have responsibilities relating to such functions conferred on or exercisable by the authority, in addition to those specified above, as the Council consider appropriate. In doing so the authority must have regard to any guidance given to them by the Secretary of State for the purposes of the Director's responsibility.

5.3.1 The Corporate Director of Adult and Community Services

5.3.1.1 The Local Authority Social Services Act 1970 as amended requires the Council shall appoint an officer, to be known as the Corporate Director of Adult and Community Services, for the purposes of their social services functions, other than those for which the Authority's Corporate Director of Children's Services is responsible under section 18 of the Children Act 2004. The Local Government Act 2000 provides that the Director may discharge non-social services functions.
5.4.1 The Monitoring Officer

5.4.1.1 The Council has appointed the Divisional Director of Legal & Democratic Services as the Monitoring Officer under the Local Government and Housing Act 1989, with specific responsibility for:

(a) Ensuring lawfulness and fairness of decision making – After consulting the Head of Paid Service and Chief Financial Officer (assuming it is reasonably practical and appropriate to do so), the Monitoring Officer must report to the Assembly (or to the Cabinet in relation to a Cabinet function) if he/she considers that any proposal, decision or omission is unlawful, or if any decision or omission is maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

(b) Supporting the Standards Committee – The Monitoring Officer contributes to the promotion and maintenance of high standards of conduct providing support to the Standards Committee.

(c) Register of Interests – The Monitoring Officer is responsible for establishing and maintaining the Register of Interests for Members and co-opted members of the Council.

(d) Receiving reports – The Monitoring Officer receives and acts on reports made by Ethical Standards Officers (appointed by Standards for England) and decisions of related case tribunals.

(e) Code of Conduct Complaints – The Monitoring Officer receives on behalf of the Standards Committee complaints about Members’ actions in relation to the Code of Conduct and deals with matters relating thereto.

(f) Conducting investigations – The Monitoring Officer has to arrange for (i) the conduct of investigations into any matters referred by the Standards Committee, a Standards Sub-Committee or Ethical Standards Officers and (ii) reports or recommendations in respect of them to the Standards Committee or a Standards Sub-Committee.

(g) Proper Officer for Access to Information – The Monitoring Officer ensures that Cabinet decisions, together with the reasons for those decisions and relevant reports and background papers, are made publicly available as soon as possible.

(h) Advising whether Cabinet decisions are within the budget and policy framework – The Monitoring Officer advises, if necessary, whether decisions of the Cabinet are in accordance with the budget and policy framework.
(i) Providing advice – The Monitoring Officer provides advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues.

5.4.1.2 The Monitoring Officer cannot be the Chief Financial Officer (Section 151 Officer) or the Head of Paid Service.

5.5.1 Chief Financial Officer

5.5.1.1 The Council has appointed the Corporate Director of Finance and Resources as the Chief Financial Officer under Section 151 of the Local Government Act 1972, with specific responsibility for:

(a) Ensuring lawfulness and financial prudence of decision making – after consulting with the Head of Paid Service and the Monitoring Officer, the Chief Financial Officer will report to the Assembly, to the Cabinet and the Council’s external auditor if he/she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency, or if the Council is about to enter an item of account unlawfully.

(b) The administration of financial affairs.

(c) Contributing to corporate management, in particular through the provision of professional financial advice.

(d) Providing advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all councillors, and supporting and advising councillors and employees in their respective roles.

(e) Giving financial information to the media, members of the public and the community as and when necessary.

5.6.1 Designated Scrutiny Officer

5.6.1.1 The Council has designated the Democratic Services Manager (Scrutiny & Members) postholder within Democratic Services as the Statutory Scrutiny Officer under Section 31 of the Local Democracy, Economic Development and Construction Act 2009, with specific responsibility for:

(a) Promoting the role of the authority’s overview and scrutiny committee or committees.
(b) Providing support to the authority's overview and scrutiny committee or committees and the members of those committees.

(c) Providing support and guidance to:

i. Members of the Authority
ii. Members of the Cabinet of the Authority, and
iii. Officers of the Authority

5.6.1.2 The Statutory Scrutiny Officer role cannot be designated to the Monitoring Officer, Chief Finance Officer, or Head of Paid Service. In the event that the Scrutiny Manager post becomes vacant, the Group Manager of Democratic Services will assume the role of designated Statutory Scrutiny Officer for the Authority.

(Contact Officer: Divisional Director of Human Resources and Organisational Development: Tel. 020 8227 3113)