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Ask for: Peter Sass
Your Ref:
Our Ref:
Date: 21 October 2010

Dear Member

CABINET SCRUTINY COMMITTEE - FRIDAY, 15 OCTOBER 2010

I am now able to enclose, for information, copies of the alternative proposals which were circulated at the Friday, 15 October 2010 meeting of the Cabinet Scrutiny Committee.

Agenda No	Item
C1	<u>"Change to keep succeeding" The transformation of the Council's operating framework (Pages 1 - 8)</u>

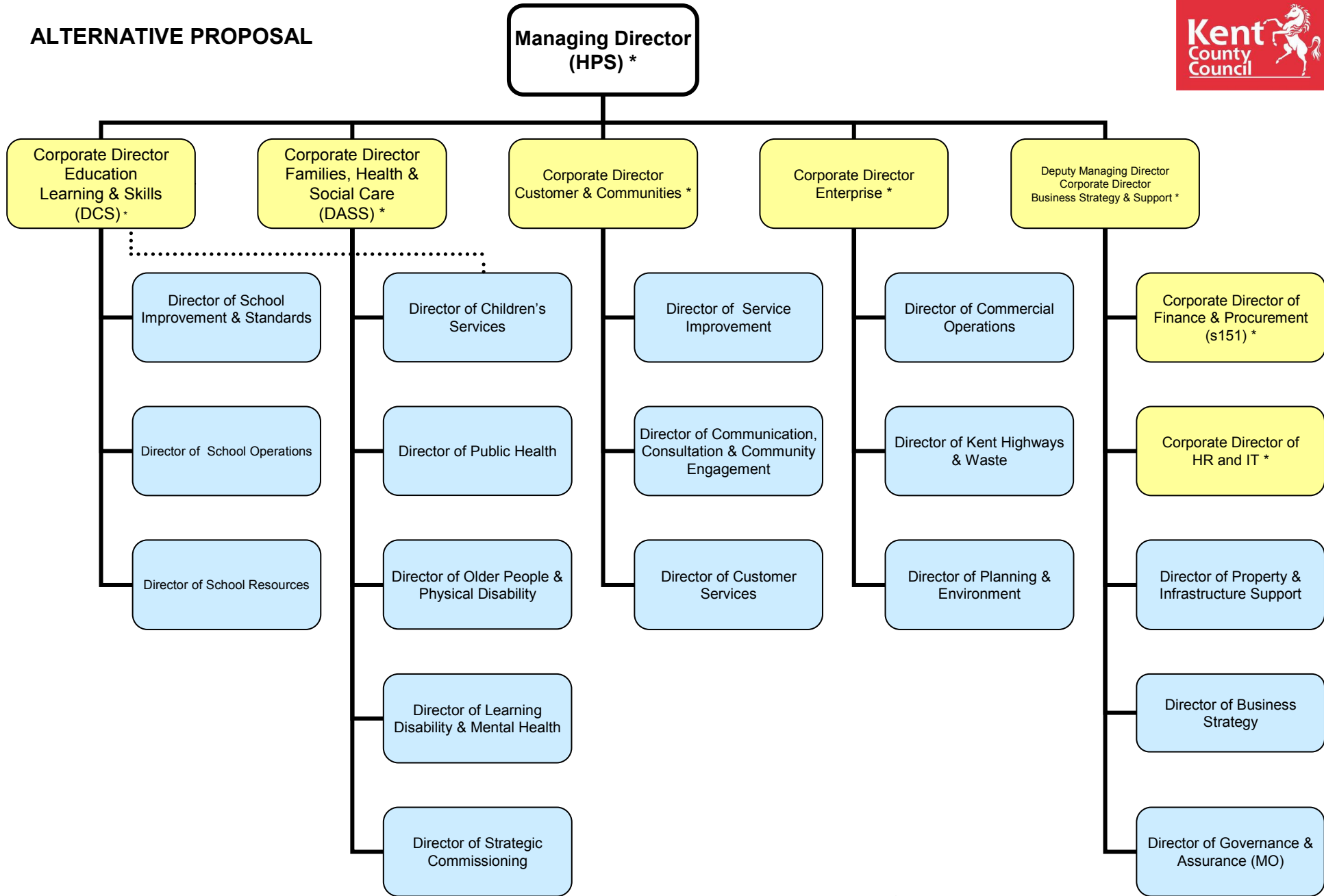
Yours sincerely



Peter Sass
Head of Democratic Services & Local Leadership

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ALTERNATIVE PROPOSAL



* Corporate Management Team (1st Tier)

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**CORPORATE DIRECTOR
Education, Learning & Skills
(DCS)**

Director of School Improvement & Standards	Director of School Operations	Director of School Resources	Dotted line relationship to Director of Children’s Services
<p>Early years and Childcare</p> <p>Standards and School Improvement</p> <ul style="list-style-type: none"> ▪ Primary School Improvement ▪ Secondary school improvement ▪ Special school improvement <p>14-19 Entitlement</p> <p>Careers guidance</p> <p>Connexions</p>	<p>Association of Schools</p> <p>Governor Services</p> <p>Information and support for parents</p> <p>Financial Awards</p> <p>Admissions & Transport</p> <p>Commissioning</p> <p>Attendance and Behaviour</p> <p>Assessment of Learners with Additional Needs</p> <p>Planning & Provision</p> <p>Children and YP disability (including SEN, health assessment and transition planning)</p> <p>Specialist services</p> <p>Educational Psychology</p>	<p>Education finance, Schools personnel service</p> <p>Development of a schools company/vehicle to include:</p> <ul style="list-style-type: none"> ▪ Property ▪ Personnel ▪ Traded services ▪ Continuous professional development ▪ School improvement service 	<p>This means that connections are maintained to the team around the child and the team around the school</p> <p>Links with the 12 district teams, locality boards and the Children’s Trust</p>

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

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CORPORATE DIRECTOR
Families, Health & Social Care
(DASS)

Director of Strategic Commissioning	Director of Children's Services (dotted line to DCS)	Director of Older People & Physical Disability	Director of Learning Disability & Mental Health	Director of Public Health
Children's Health Commissioning	Children's Services West Kent (Initial duty and assessment, child protection and long term care, prevention including children's centres) Children's Services East Kent (ditto) Children's Services Mid Kent (ditto) Corporate Parenting (includes, including adoption and fostering, Unaccompanied Asylum Seeking Children and care leavers) Links with the 12 district teams, locality boards and the Children's Trust (joint commissioning with partners to support vulnerable young people)	HoS Ashford /Shepway	HoS LD – WK	Public Health Intelligence
Children's social care Commissioning		HoS Dover /Thanet	HoS LD – EK	Commissioning of provision
Supporting People		HoS Canterbury /Swale	VPN Manager	Health promotion
Strategic Commissioning OP / PD & LD & MH		HoS Maidstone / Malling	Transition support to Directorate to create for e.g. Community Health Trust	Case management of Health watch
Contracts & Procurement		HoS South West Kent	Development team (commissioning & back office)	
Planning & Market Shaping		HoS Dartford, Gravesham & Swanley	Development team to create social enterprises	
Quality assurance of health and social care			Relationship to Director of Service Improvement	
Safeguarding Adults and Children				

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CORPORATE DIRECTOR Customer and Communities		
Director of Service Improvement Need close links to Director of Business support	Director of Customer Services	Director of Communication, Consultation and Community Engagement
Re-engineering resource Change resource Developing new models for externalising service delivery, e.g. outsourcing/ mutuals / social enterprises Locality Delivery Team Place based budgeting delivery of offender management proposals Margate Task force Place based budgeting delivery of Margate task force proposals Supporting independence Welfare reform Kent supported employment Building social capital (SILK) Big Society Volunteering	Gateway Delivery Contact Centre Business web development Health watch Libraries & Archives Registrars Arts & Kent Film Office Sport, Leisure & Olympics Countryside Access – PROW Country Parks & Kent Downs AONB Extended Schools Youth Service Community learning & Skills Adult Learning Adult Apprenticeships Community Safety Trading Standards Youth Offending service KDAAT	Engagement / public involvement Community Liaison Business partners- Directorate communications Internal Communication Employee Engagement Media and Operations Digital & Moving Images Events

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**CORPORATE DIRECTOR
Enterprise**

Director of Kent Highways and Waste	Director of Commercial Operations	Director of Planning & Environment
Community Operations Network Management Transport & Development Technical Services Countywide Improvements Waste Management	Commercial Services Kent Scientific Services Visit Kent Locate in Kent Produced in Kent Tourism Project management capacity Delivery of regeneration projects and any place based budgeting proposals on regeneration	Development Planning (MWF & LDF's) Planning Applications Environmental Programmes & Partnerships (rural agenda & climate change) Natural Environment & Coast Gypsy & Traveller Unit Heritage Conservation Emergency Planning

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CORPORATE DIRECTOR
Business Strategy & Support
And Deputy Managing Director

Corporate Director of Finance & Procurement (Chief Financial Officer - S151)	Director of Business Strategy	Director of Governance and Assurance (Monitoring Officer)	Director of Property and Infrastructure Support	Corporate Director of Human Resources & Information Technology
Audit & Risk Financial Services Financial Management Business partners - Directorate Finance Procurement team	Corporate policy Europe / International Public affairs Public health Economic development Regeneration strategy Strategic planning – spatial & transport. Strategic assets strategy Social policy Education strategy Customer strategy Engagement strategy Performance Management & Monitoring Business Intelligence & service review Partnership support External Funding Cabinet Office	Information resilience and transparency Corporate data protection Democratic Services Legal Services (transition to external arms length trading organisation) Elections Coroners	Capital & infrastructure support Strategic Asset & Enterprise Fund Delivery of Total Place activity BSF, PFI & Academies Directorate PFI & development (KASS) Business partners Directorate – Property Office Transformation Estates management & property operations	HR Business operations (includes graduate scheme) HR Employment Strategy Organisation development (including embedded – learning and workforce development) Business partners Directorate – HR Business support – case work Directorate HR Health and Safety ICT commissioning ICT operations Kent Connects Business partners - Directorate IT

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