

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 19 August 2021

**Subject: Be the Future: People Directorate – Respond, Transformation
and Redesign**

Report by: Strategic Director (People)

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on progress relating to continued activity within the People Directorate in line with the Be the Future Programme and to seek approval for proposed changes to the management structure.

2.0 Recommendations

It is recommended that the Council:

- 2.1. **Approves** the proposed changes to the People Directorate management structure as outlined in para 3.15, i.e. the introduction of the permanent roles of Chief Education Officer and Chief Social Work Officer;
- 2.2. **Notes** the current and proposed structures as shown in Appendix 1;
- 2.3. **Notes** the associated budget impact as outlined para 3.16;
- 2.4. **Notes** the continued respond and transformation work being progressed by the Directorate.

3.0 Considerations

Respond and Transformation

- 3.1. A number of earlier decisions have been agreed by Council to support the improvement and recovery of Children's Services and the development of an integrated People Service. This aligns with the Be the Future Programme, and in particular the organisational redesign framework phase of : Creating the Conditions; Developing the Team; Releasing the Potential and; Sustainability.

- 3.2. The appointment of an Acting Chief Education Officer has allowed the education service to continue to respond effectively to the ongoing and changing demands of COVID and develop recovery plans to support children and families. Latest evidence indicates that children's learning and wellbeing has been negatively impacted, with more challenges for the most vulnerable. The service will be required to provide and support a relentless focus on attainment, wellbeing and improvement for some time.
- 3.3. The appointment of an Interim Chief Social Work Officer, not aligned to a Senior Manager role, has supported Children's Services Social Work to accelerate their improvement activity and to manage risks, which have escalated as a result of COVID. An Improvement Plan and Risk Management Plan are being closely monitored and will be reported through People Committee.
- 3.4. Both the Acting Chief Education Officer and Interim Chief Social Work Officer have been working closely to identify opportunities for closer integration and joint working across Services. They have also been contributing to the wider Transformation Programme, namely :
 - 3.4.1. Transforming the Secondary Curriculum
 - 3.4.2. The Promise
 - 3.4.3. Transforming Mental Health Services.
- 3.5. The Strategic Director (People) has been driving forward a number of priority projects within the Be the Future Transformation Programme, as referred to in the Be the Future Update to Council of 19 August 2021, these have been identified by the PMO for review, namely:
 - 3.5.1. Social Work IT System
 - 3.5.2. Wellbeing Hub and Future Leisure Provision
 - 3.5.3. STRIVE
 - 3.5.4. Family Wellbeing Partnership.
- 3.6. **Redesign**
- 3.7. In 2018, as part of the budget setting process, Council agreed:
 - 3.7.1. the functions which would be within the respective divisions of People, Place and Performance; and
 - 3.7.2. the corporate management structure associated with the strategic organisational design.
- 3.8. The redesign paper outlined that there would be a reduction in the number of management tiers from four to three, a reduction of 12 management posts and management savings of £756K across the Council.

- 3.9. In order to contribute to these savings it was proposed that the People Portfolio would comprise one Strategic Director and six Senior Managers. This left a net unachieved saving for People of £363K.
- 3.10. Work on aligning statutory roles to Senior Manager roles was taken forward by the Chief Executive and Directors in 2018/2019 and a new Strategic Director was appointed in September 2020. Ongoing work has continued to inform the Redesign of People, supported by further decisions by Council in 2019 relating to an interim People Directorate structure..
- 3.11. The permanent role of Chief Social Work Officer currently aligns to the vacant Senior Manager role within Children’s Services and Criminal Justice. The previous post holder left post in January 2021. The interim Chief Social Work Officer commenced in April 2021
- 3.12. An immediate priority for the new Strategic Director was to confirm the Redesign of People management structure, address improvement issues within Children’s Services, sustain and build on the improvement already achieved within Education and transform the services.
- 3.13. The improvement and transformation journey has been ongoing and has included:
 - 3.13.1. Programme of review led by iESE to consider organisational and leadership challenges and solutions for middle and senior managers focused on achieving a state of continuous improvement – Shared Vision, Personal Mastery, Cultural Development, Team Learning and Systems Thinking. This has included an offer of coaching for all managers;
 - 3.13.2. Workshops with senior managers to clarify the goals, vision and direction for the People Directorate;
 - 3.13.3. Identifying projects and opportunities for increased collaboration and integration across Children’s Services, Justice Services, Education and HSCP;
 - 3.13.4. Using virtual tools to increase cross-directorate communication and cascading of information including fortnightly People Connected sessions, fortnightly mailings, as well as Google surveys to ensure that there are regular and inclusive channels for communication;
 - 3.13.5. Developing the strategic roadmap for success for People Directorate, with related workforce development and leadership planning for staff at all levels;
 - 3.13.6. Appointment of a Senior Project Officer (August 2021) to support a common policy and process mapping framework;
 - 3.13.7. Clarifying the golden thread across all People planning processes, with LOIP, Be the Future Transformation and statutory plans;

- 3.13.8. Review of business support functions across all teams to provide more resilience and capacity;
- 3.13.9. Review of all Senior Manager priorities and remits.
- 3.14. Recent learning from this activity and the ongoing experience from the pandemic, has strengthened the case for a Redesign which reinforces the need to :
 - 3.14.1. Clearly bring together the Education Services, Children’s Social Work and Justice Services in to an integrated service with a focus on meeting the holistic needs of children, families, individuals and communities;
 - 3.14.2. Ensure that all Senior Managers have a clear focus on improving outcomes, and using improvement methodology to ensure continuous and sustained improvement in performance and budget management;
 - 3.14.3. Maximise system leadership to support transformation and change;
 - 3.14.4. Focus on workforce development that builds capacity at all levels to support business continuing and wellbeing of all staff and managers;
 - 3.14.5. Address the need for empowered leadership, general and corporate management, skills, increasing accountability and relationships;
 - 3.14.6. Build networks of integrated teams which are focused on the wellbeing and outcomes for children, families and communities.
- 3.15. As a result, it is evident that in order to allow sufficient professional capacity in both Social Work and Education, two of our highest risk areas in terms of supporting our most vulnerable, and to ensure mitigation of and management of risk as well as provision of professional assurance from Statutory Officer to Council, there is a requirement to retain sufficient management capacity within the People Directorate and have in place the specific roles of Chief Education Officer and Chief Social Work Officer, as well as 7 Senior Manager posts. As noted above, the Senior Manager Justice Services is fully externally funded.
- 3.16. Identified efficiency savings across the Directorate have reduced the unachieved savings but there remains an unmet saving of £206,020. This will be considered as part of the 2022/23 Budget Process and Demand Pressures.

4.0 Resource Implications

- 4.1. The financial implications have been outlined above.

4.2. Staffing

The permanent appointments of a Chief Education Officer and Chief Social Work Officer would commence, in line with Standing Orders, prior to the conclusion of the current interim arrangements.

5.0 Exempt Reports

5.1. Is this report exempt? Yes (please detail the reasons for exemption below) No **X**

6.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

7.0 Equalities Impact

7.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes No **X**

8.0 Legality

8.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes **X** No

9.0 Appendices

Appendix 1: Structure Chart

10.0 Background Papers

10.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Clackmannanshire Council 26 November 2020, Be the Future

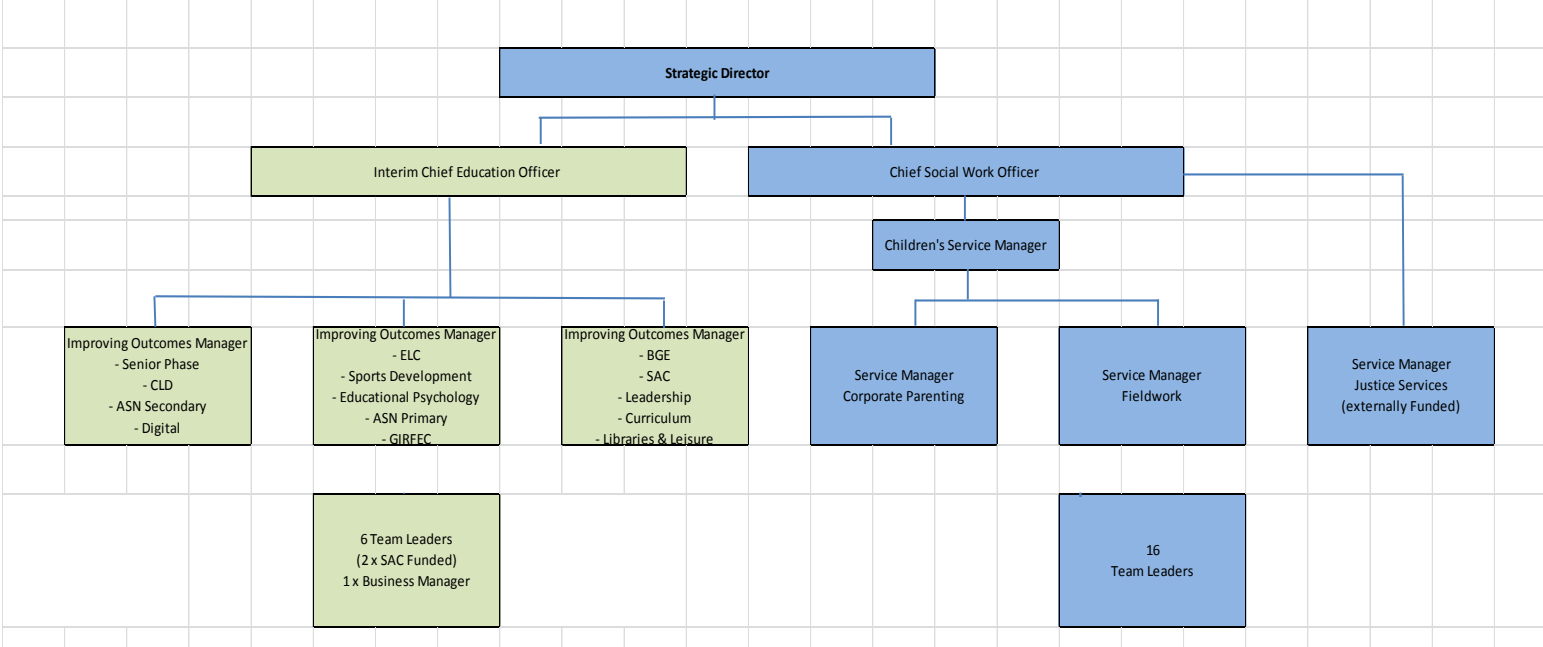
Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director (People)	

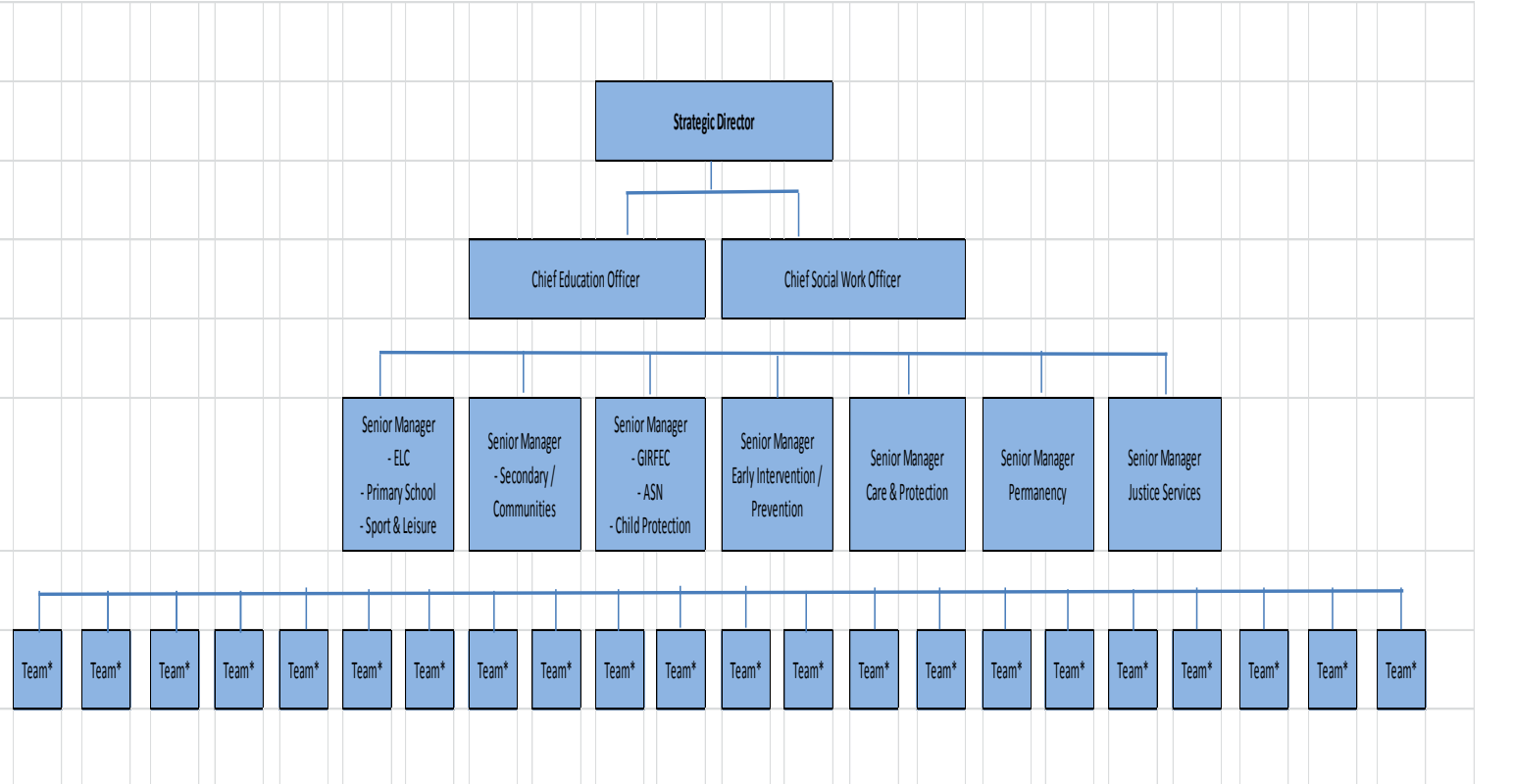
Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

Current Structure



Proposed Structure



* NB. These are staff numbers, not FTE

