
Report to: Clackmannanshire Council

Date of Meeting: 12 June, 2019

Subject: Organisational Redesign: Update

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to further update Council on progress with implementing the management restructure which is part of the Council's agreed organisational redesign. This report builds on the update report provided to Council on 21 February 2019.

2.0 Recommendations

It is recommended that Council:

- 2.1. Notes the progress to date in implementing the agreed organisational redesign.
- 2.2. Notes that recommendations 2.3 and 2.4 propose changes to the management structure that was agreed by Council on 8 March 2018.
- 2.3. Agrees the revised levels of staff numbers (senior managers) and value of savings detailed in Table 1 and paragraph 3.9, noting the detail provided in Appendices A, B, C and D.
- 2.4. Agrees to retain the Trading Standards and Environmental Health service functions within the Place portfolio (paragraph 3.10).
- 2.5. Notes that the Council's Organisation Change Procedure will be implemented as soon as possible to allow the filling of vacant posts to be progressed.

3.0 Considerations

- 3.1. In March 2018, Council agreed a new organisational redesign. The redesign established a new managerial structure based on three new service delivery portfolios: People, Place and Partnership and Performance. Committee

structures have also been aligned with this managerial structure since August 2018.

3.2. The new design proposed a reduction from 9 chief officers to 4 and a reduction in the tiers of management between Service Manager and Chief Officer. As a consequence, a new management role of Senior Manager was established with the planning assumption that there would be fewer managers in overall terms in addition to the reduction at chief officer level. The new structure proposed 15 new Senior Managers compared with the 23 existing Service Manager roles. This restructure indicated a total saving of £765k, with £289k planned to be delivered in 2018/19.

3.3. To date the following progress has been made:

- In line with the Council's decision of the 8 March 2018, chief officer posts have reduced from 9 to 4. The Council's four chief officers are the Chief Executive and the three Strategic Directors. All posts have been filled, though in January 2019, the Strategic Director (Place) indicated his intention to retire. The competitive appointment process to identify his successor has now concluded and the new Strategic Director takes up his position on the 5th August 2019.
- the Council is required to appoint to the following statutory roles:
 - Head of Paid Service (Chief Executive)
 - Chief Education Officer
 - Chief Social Work Officer (CSWO)
 - Section 95 Officer (Chief Finance Officer)
 - Monitoring Officer

All of these roles have been filled, with the most recent appointment, the CSWO, starting with the Council on the 3 June, 2019.

- following the appointment of the Strategic Directors (i.e. since late August 2018), the following tasks have been progressed:
 - i) review of the range of services included within service portfolios to ensure an effective service user/ customer focus and to maximise the opportunities for delivering efficiencies and integrating services.
 - ii) identification of the range of service delivery models required to sustain service delivery for statutory and priority services for the future.(NB This task will require ongoing review, over time, as the Council's Transformation Programme is developed and refined).
 - iii) Having considered tasks 1 and 2, identification of the optimal management structure to ensure operational sustainability.

These tasks were set with a view to establishing a more refined basis for the design of managerial portfolios and the numbers of managers required, whilst

remaining aligned with the original principles agreed by Council in March 2018. This has been necessary as the detailed design of these roles was not specified in the original paper presented to Council.

- 3.4. In January 2019, draft proposals in respect of the Partnership and Performance and Place portfolios were discussed with staff and trade union representatives. The formal consultation process commenced on the 18 January 2019 and concluded on the 13 May 2019.
- 3.5. Additionally, at the start of the consultation process, it was also indicated that the People Portfolio proposal would run on a slightly delayed timeline. However, having reviewed the position with service management and the Senior Leadership Group, the Strategic Director (People) has brought forward proposals for a transitional structure during the consultation period and this is also included within this paper.
- 3.6. The operational structures are set out for each portfolio in Appendices A, B and C. Further detail on service functions is also included at Appendix D. The design of the roles is consistent with the principles proposed in the March 2018 Budget paper. The core role is also consistent between portfolios. These are new roles which are distinct from the current service manager roles. The key design principles are as follows:
 - clear focus on delivering the Council's agreed priorities through the LOIP, Corporate and Business Plans
 - model the new values: Be the Future
 - motivate staff and drive change
 - focus on risk management / mitigation
 - focus on improvement and innovation
 - maximise opportunities for inclusive growth, collaboration and partnership
 - focus on joined up customer/ people-centred service delivery
 - champion governance, continuous improvement and performance management
- 3.7. Consultation activity which engaged both affected staff and trade union representatives has significantly informed the final structures. A number of changes have been made within portfolios based on the feedback received. Strategic Directors have balanced up the feedback received with establishing structures which allow them to sustain service delivery and manage risk.
- 3.8. In the March 2018 paper, assumptions were made in terms of both the numbers of senior manager roles and the potential savings deliverable from the proposed management restructuring. Table 1 below compares these

original assumptions with the final position represented by implementing Appendices A, B and C.

Table 1: Consolidated restructure staff numbers and savings compared with March 2018.

Portfolio	Number of Management Posts		Savings £'000	
	Mar-18	Proposed	Mar-18	Proposed
Chief Exec	1	1	0	-4
Depute Chief Exec	0	0	120	120
<u>Partnership & Performance</u>				
Chief Officer	1	1	73	71
Senior Manager	4	4	150	147
<u>People (transitional)</u>				
Chief Officer	1	1	94	92
Senior Manager	6	10	167	-189
<u>Place*</u>				
Chief Officer	1	1	94	-56
Senior Manager	5	4	67	221
TOTAL	19	22	765	402
			Deferred savings	363

3.9. The key points to note from Table 1 are as follows:

- The Chief Officer structure has been implemented in line with the proposals set out in the March 2018 paper.
- The Partnership and Performance portfolio structure is consistent with the March 2018 paper in terms of both staff numbers (4 senior managers) and savings deliverable.
- the Place Portfolio structure exceeds the targets set in the March paper, with one fewer management post (four rather than five senior manager posts) and a greater level of savings. The higher level of savings delivered is in part due to the more refined basis of the costing now undertaken which takes into account the appropriate split of expenditure between both the General Fund and HRA accounts and

any planned capitalisation of costs in line with the agreed capital programme

- The transitional People portfolio structure does not meet either the staff number or savings projections set out within the March 2018 paper. Whilst the transitional structure highlights 6 senior management roles (in line with the March paper), it also retains 4 additional grade 11 managers. This proposal is based on assessment of current policy priorities and risk within the services. It aims to: ensure the safe delivery of services; minimise risk to children and families; provide a focus on succession planning and build in flexibility and capacity for transformation and growth
- the net position for the Council is, therefore, that during the period of the transitional People Portfolio structures, the proposed number of managers is greater than that agreed by Council and there are deferred savings of £363k relative to the March 2018 decision.

3.10. In addition, the review and consultation activity undertaken within the three portfolios has resulted in a proposal to retain the Trading Standards and Environmental Health service functions within the Place portfolio rather than to transfer them to the Partnership and Performance Portfolio as indicated in the March 2018 paper agreed by Council.

3.11. Subject to the agreement of Council to the recommendations set out in this paper, and in line with the Council's Organisational Change Procedure and employment law requirements, transitioning staff to the new structure will be expedited as soon as possible. This process requires the identification of job matches, assimilation and/or ring fenced recruitment for posts in the new structures. The aim would be for these processes to be advanced prior to recess wherever possible, although a number of factors may influence this, for instance timely access to pension information.

4.0 Sustainability Implications

4.1. N/A

5.0 Resource Implications

5.1. *Financial Details*

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes X

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes X

5.4. *Staffing*

6.0 Exempt Reports

6.1. Is this report exempt? No

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

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

9.0 Appendices

9.1. Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendices A, B and C – Draft Structures – Partnership and Performance, Place and People. Appendix D – Detailed Service Functions.


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

Author(s)

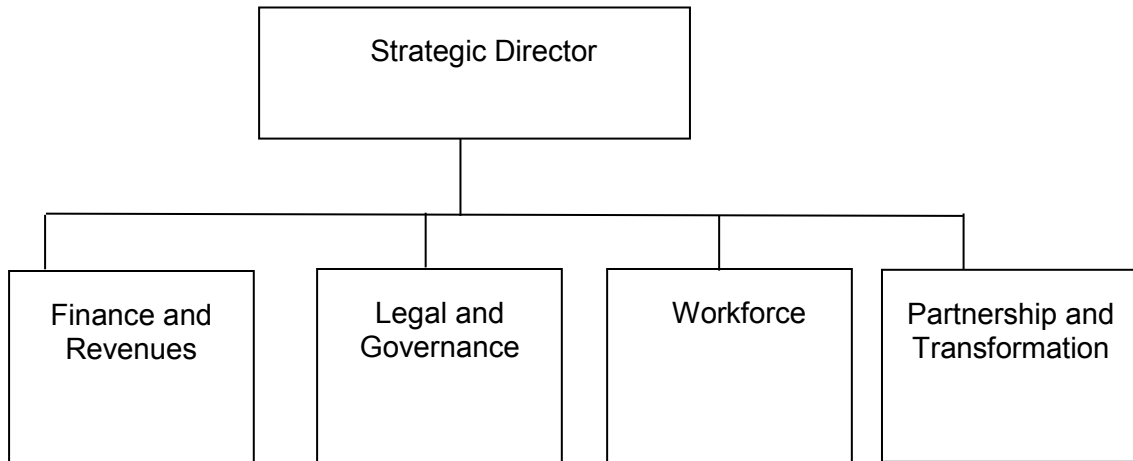
NAME	DESIGNATION	TEL NO / EXTENSION
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Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

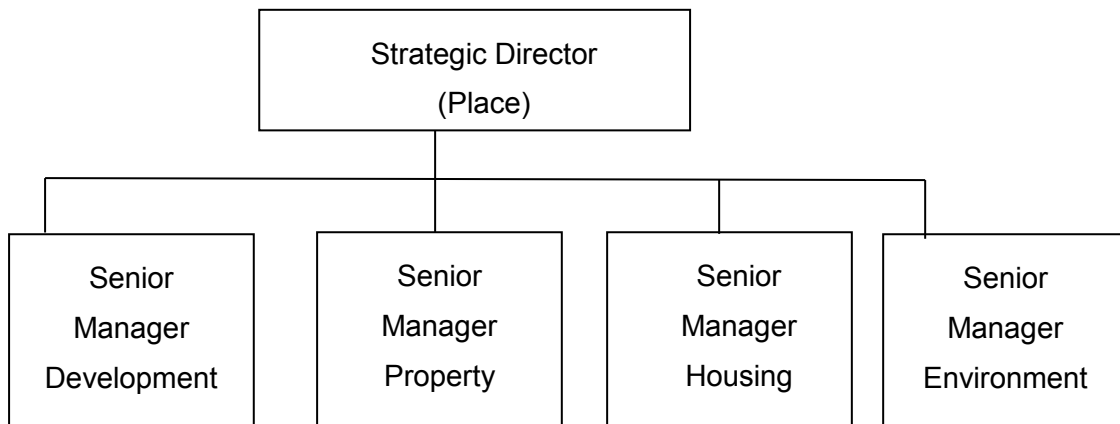
APPENDIX A

PARTNERSHIP AND PERFORMANCE MANAGEMENT STRUCTURE



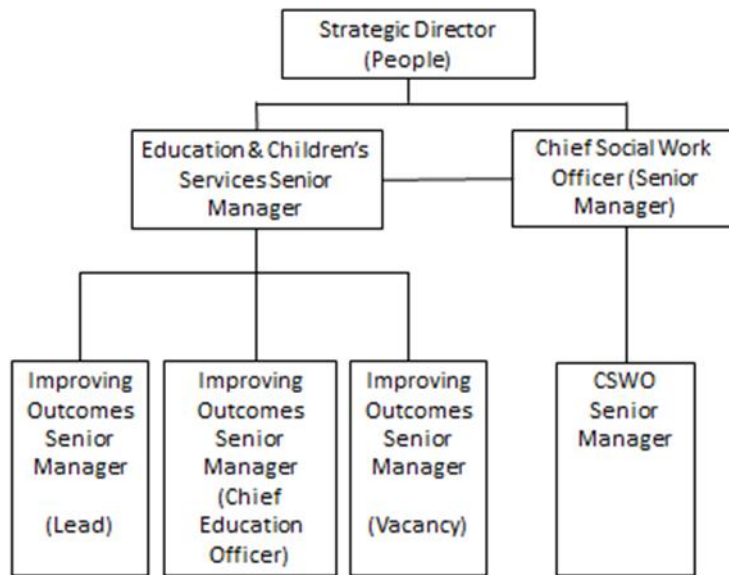
APPENDIX B

PLACE STRUCTURE



APPENDIX C

PEOPLE STRUCTURE



APPENDIX D

PORTFOLIO	SERVICE PORTFOLIO	SERVICE FUNCTION
PARTNERSHIP AND PERFORMANCE	a) Finance and Revenues	<ul style="list-style-type: none"> - Provide corporate leadership to transform our use of resources, assets and income; and financial S95 duties & responsibilities - Finance & revenues strategy and policy - Revenues operations - Financial & Management accounting - Budget planning & management - Finance & revenues MIS - Capital strategy, planning & monitoring - Procurement & creditors
	b) Legal and Governance	<ul style="list-style-type: none"> - Provide corporate leadership to transform our corporate governance and risk culture to support <i>Be the Future</i> - Monitoring Officer duties & responsibilities - Legal services & elections - Committee & Members services - Information governance & public archive - Registrars & licencing - Customer standards & complaints - Risk Management & Governance Assurance - Internal Audit, Insurance & Claims & Debt Recovery - Fraud/SOC Prevention

	c) Workforce	<ul style="list-style-type: none"> - Provide corporate leadership to transform our workforce assets and governance - Workforce planning - HR policy & strategy - HR operations - Organisational development & workforce planning - HR/Payroll MIS development and maintenance - Payroll - Health & Safety - P&P Business Services
	d) Partnership and Transformation	<ul style="list-style-type: none"> - Provide corporate leadership to transform our partnerships and transactional services - Partnership & corporate policy, planning & performance - Equalities & corporate funding - Research & information - Communications, contact centre & HQ reception - Civil contingencies, emergency planning & events - Digital transformation - ICT policy, strategy & operational management - Web Development
PEOPLE	a) Education and Children's Services	<p>In addition to core responsibilities:</p> <ul style="list-style-type: none"> - Enable transformation - Organisational culture change - Deliver National Improvement Framework, Scottish Attainment Challenge, Pupil Equity Funding, RIC, Children and Young People Act

	<p>b) Lead Improving Outcomes (Education and Children's Services)</p>	<p>In addition to core responsibilities:</p> <ul style="list-style-type: none"> - Lead People performance data, strategies and plans - Lead collaborative models - Learning and Development lead for People directorate - Digital Strategy lead for People directorate - Senior phase and employability lead - Education Leadership Infrastructure lead (school cluster structures)
	<p>c) Improving Outcomes (Acting Chief Education Officer)</p>	<p>In addition to core responsibilities:</p> <ul style="list-style-type: none"> - Aspects of Chief Education Officer statutory responsibilities - Broad General Education - Lead school cluster
	<p>d) Improving Outcomes (Early Learning and Childcare)</p>	<p>In addition to core responsibilities:</p> <ul style="list-style-type: none"> - Early learning and childcare (including delivery of 1140 hours expansion by 2020) - Sports and Leisure strategy - Lead school cluster
	<p>e) Chief Social Work Officer</p>	<ul style="list-style-type: none"> - Fulfilling statutory CSWO duties - Key focus on delivery of Childcare Services and criminal justice priorities, and supporting effective delivery of Stirling and Clacks HSCP
	<p>f) Children's Services</p>	<p>In addition to core responsibilities:</p> <ul style="list-style-type: none"> - Deputise for CSWO - Deliver Social Services Childcare improvement plans - Social Services System and process transformation

PLACE	a) Housing	<ul style="list-style-type: none"> - Strategy - Asset Management Strategy (Housing) - Landlord Services - Travelling People - Homelessness
	b) Property	<ul style="list-style-type: none"> - Asset Management Strategy - Housing Stock Maintenance - Schools Maintenance - Public Building Maintenance - Hard FM (Design/Energy/Water/Plant/Utilities) - Security, Health and Safety - Soft FM (Catering/Cleaning/Janitorial) - Furniture/Equipment/Vending/Mail/Stores
	c) Development	<ul style="list-style-type: none"> - Strategy (Statutory Plans) - Planning (Regulation and Enforcement) - Building Standards - Trading Standards - Environmental Health - City Deal/Regional Economic Partnership - Regeneration - Roads and Transportation (including Regulation and Parking) - Climate Change

	d) Environment	<ul style="list-style-type: none">- Street Cleaning- Lands Maintenance- Burial Grounds- Roads Contracts- Street Lighting- Winter Maintenance- Litter/Fly Tipping/Graffiti/Dog Fouling- Waste Management- Fleet
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