
To: Leadership Board

On: 18 February 2015

Report by: Chief Executive

Heading: Better Council Programme - Management Structures

1. Summary

- 1.1 The purpose of this report is to seek approval to implement revised chief officer management arrangements for the Council. These changes will bring a renewed focus to the delivery of the Council's key priorities in the context of continued financial constraints. They are also designed to enable the delivery of the new corporate support arrangements, and provide the right mix of skills and capacity at a senior management level in the Council.

2. Recommendations

- 2.1 Members are asked to approve the proposed chief officer structures as detailed at Appendix 1, and delegate authority to the Chief Executive to implement the new structures in consultation with the relevant conveners.
- 2.2 Members are asked to note that a review of the proposed structure will be carried out after the first year of operation to review its effectiveness and any further changes will be reported to the Board, as necessary, by the Chief Executive.
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3. Proposed Changes to Management Structures

3.1 Members will be aware that there have been a number of changes to the way Council services are organised, managed and governed in recent months, both at a political and officer level. As a result, changes to chief officer management structures are already in the process of implementation. Following approval of the service changes outlined in the report to Council on 9 October 2014 under the Better Council Change Programme, a revised management structure for Community Resources is being implemented, with the Head of Facilities Management having been recently appointed by the Council. In addition, as a result of the imminent changes to the delivery of health and social care for adults, a new Chief Officer has been jointly appointed by the Council and the Health Board. The creation of the Children's Services function in the Council also saw the Director for this service being appointed at the end of 2014.

3.2 It is critical for the Council that the management arrangements continue to not only support the ongoing delivery of services, but also provide the right mix of skills, experience and capacity to enable the Council to deliver on its policy priorities and manage what is inevitably going to be an increasingly difficult financial climate for the foreseeable future. It is essential that the Council, even in the face of reducing resources, remains policy led. A review of existing management arrangements has therefore been undertaken by the Chief Executive in consultation with the management team and a number of further changes are now being proposed, as detailed below.

3.3 Corporate Support Arrangements.

3.3.1 Following the approval by the Council on 9 October 2014 for the development of revised corporate support arrangements, further work has been undertaken by the Chief Executive and the management team, which has resulted in preferred options for future service delivery being identified, and now being progressed to detailed design. The revised model is focused on creating a corporate support function that is more efficient, flexible and increasingly focused on meeting the changing and developing needs of the Council. The main changes that will arise from the redesign process being progressed include;

- the consolidation of a number of existing Finance & Corporate Services functions covering Operational Services (including revenues and benefits administration), Customer Services and Corporate Business Support within a single Business Services

division. This will provide increased opportunities for better alignment of service provision to customers, will maximise economies of scale advantages across similar functions and will provide improved capacity to manage the services.

- the consolidation of the Council's Financial Management functions under a single corporately managed remit, working across the Council to ensure we continue to maintain strong financial management but also improve efficiency. It is anticipated the new model will ensure we provide a high quality professional financial support service to all services that is better able to flexibly operate across the council and respond quickly to changing needs; and
- the establishment of a corporately managed team for strategic policy, planning and performance management support services to support the creation of more consistent and flexible support arrangements operating across services.

3.3.2 To enable the delivery of the new model and the associated savings identified in the Council report, changes in the management arrangements across the resources functions of the Council will be necessary, both in terms of the configuration of the resources function and in the balance and mix of professional and technical skills available at a senior level. This predominately affects the Finance and Resources function and Chief Executive's Service, but also has implications for the resources functions in other services.

3.3.3 Members will be aware that the previous Finance and Corporate Services function of the Council, on the appointment of its new Director, changed its title to Finance and Resources. This better reflects the future role of the service in light of the new corporate support arrangements, and emphasises its role in managing the key corporate resources on behalf of the Council, and ensure this is done in a strategic, co-ordinated way to the benefit of all Council services. The proposed structure for Finance and Resources also aims to ensure the key professional and technical disciplines considered essential to help the Council address the medium term challenges are represented where possible at Head of Service level, and that there is a clearer separation of the strategic and operational functions provided at a senior level.

3.3.4 Similarly, in the Chief Executive's service, following consideration of the proposed corporate support model, a strengthening of the role of corporate policy, planning and performance management is critical for the future, with the Chief Executive's service managing this on behalf of

the Council, to ensure it is managed strategically and that the reducing capacity and resources available to the Council continue to be focussed on the delivery of Council priorities. It is also proposed that the policy and performance function is linked directly to the Council's existing procurement service to enable a strategic and policy led approach to future commissioning of services. Similarly, the management of the corporate change programme and elements of organisational development are brought together in the Chief Executive's Service, better reflecting the complementary nature of these services and their strategic importance to the future performance of the whole Council.

3.4 Development and Housing

3.4.1 The scale and strategic importance of the Council's regeneration plans demand specific attention at a senior level across the Council and will rely on the support and attention of the Chief Executive and full management team. The future focus for Development and Housing is therefore fully directed to delivering against the Council's regeneration, employability and economic development priorities, as well as fulfilling the Council's role as landlord to its tenants and performing its statutory planning function to the highest possible standards. The proposed structure is designed to create an even stronger, strategic focus on regeneration, to ensure the Council maximises the local economic regeneration potential of the City Deal and its bid for UK City of Culture.

3.4.2 It is therefore proposed to separate the Planning and Economic Development portfolio at Head of Service level and create a Head of Regeneration, with this role also incorporating the housing regeneration agenda. Elements of the corporate landlord function, including strategic asset and property management and energy management functions are proposed to transfer to the Finance and Resources team, providing renewed emphasis on property's role as a key Council resource, aligning its role in the change agenda with other key functions such as Information Technology and Human Resources, and bringing the technical management of the capital programme closer to the management of the resources function.

3.5 Health and Social Care Integration and Children's Services

3.5.1 Over recent months, the implications of the Health and Social Care integration agenda have become much clearer, with the publication of the final Bill, the finalisation of government guidance and the more recent appointment of the joint Chief Officer post. The new Chief Officer under the terms of the legislation, will report jointly to the Chief

Executives of the Council and the Health Board, and the current Head of Adult Services in the Council and her team will report to the new Chief Officer for the operational management of the service. It is anticipated the Chief Officer will carry out a review of management arrangements for the partnership in the coming months to ensure an integrated approach to future service delivery and this will be determined by the members of the new Integrated Joint Board.

- 3.5.2 In light of these new arrangements, the recently agreed transfer of cultural services to Renfrewshire Leisure; and the appointment of the Council's Director of Children's Services; a further review has been undertaken of the management arrangements proposed for the integration of education and child care services within the Council. The objective of the review was to ensure the management structure promotes and delivers on the concept and benefits of integration of children's services, and provides sufficient senior management focus on the Council's policy priorities for children in Renfrewshire.
- 3.5.3 As a result of the growing success of the Council's early years strategy and the ongoing emphasis on early intervention, it is proposed that the original proposed 'Head of Schools' post is redefined to enable a Head of Early Years post to be created to support the future delivery of the strategy's objectives. In addition an 'Assistant Director – Schools' post be created to provide a strong, strategic focus on educational achievement and attainment, the transition between school and further/higher education and the workplace; and to support the Director in the management of primary and secondary schools and the teaching workforce. It is also proposed that the current arrangements for the secondment of a Head Teacher to Headquarters will continue meantime but will be reviewed by the Director in consultation with the new senior team and the Head Teachers group to assess its effectiveness as a means of engaging Headteachers in the senior management of the service.

Implications of the Report

1. **Financial** – The proposals result in a net recurring revenue saving, through a reduction in the number of Chief Officer posts within the structure. In addition, a number of the proposed changes outlined in the report are key enabling changes at a senior management level directly aligned to facilitating a range of the service changes associated with the ongoing redesign of the Council's

corporate support arrangements, which over 2015/16 – 2016/17 are targeted to support the release of £4.6 million of recurring revenue savings. One off costs associated with the implementation of the changes will be met from the Council's existing change fund resources. The re-use of the chief officer post in Development and Housing, whilst not directly facilitating a cost saving is considered essential for the delivery of the Council's agreed policy priorities, and is recommended by the Chief Executive for approval on this basis

2. **HR & Organisational Development** – Implementation of the revised management structures will be undertaken over the course of 2015/16 in accordance with the Council's HR policies, including the recognised recruitment and redeployment procedures and, if required, the Council's VR/VER scheme. Future and ongoing consultation will be maintained throughout the process with Trade Unions and relevant workforce groups. The proposals facilitate a reduction in chief officer posts within the Council by 1.5 FTEs.
3. **Community Planning** – The proposed changes will bring a renewed focus to the delivery of the Council's key priorities in the context of continued financial constraint. The delivery of the Council's policy priorities are essential to the realisation of the ambitions of the Community Plan outcomes.
4. **Legal** - n/a
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
7. **Equality & Human**

There are no negative impacts on equality groups or potential for infringement of individuals' human rights that have been identified arising from the recommendations contained in the report. The Council's existing approved HR policies will underpin the management of changes arising from the implementation of the recommendations. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – n/a
9. **Procurement** – n/a
10. **Risk** – n/a
11. **Privacy Impact** – n/a

List of Background Papers

(a) Background - none

Author: Sandra Black, Chief Executive.