

## Members' Library Service Request Form

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Originator	Angela Leitch
Originator's Ref (if any)	
Document Title	Service Review Report - Realignment of Council Services, Chief Officer Responsibilities and Appointment of Service Managers

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Additional information:

Authorised By	Angela Leitch
Designation	Chief Executive
Date	04/11/13

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**SERVICE REVIEW REPORT**

**REPORT TO:** Members' Library Service

**DATE:**

**BY:** Chief Executive

**SUBJECT:** Realignment of Council Services, Chief Officer  
Responsibilities and Appointment of Service Managers

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**1 PURPOSE**

- 1.1 To advise Members of the establishment changes detailed in this report as a consequence of a recent re-alignment of Council Services, as implemented by the Chief Executive acting under Delegated Authority.

**2 RECOMMENDATIONS**

2.1 That Members note the following:-

- The proposed Council structure and distribution of responsibilities as contained within Appendix 2.
- The new grade 13 and grade 12 Service Manager posts and areas of responsibilities reporting to Heads of Services contained within Appendix 3 to the report.

2.2 To note the further development of partnering arrangements with Midlothian Council as outlined in paragraph 3.10.

**3 BACKGROUND AND CONTEXT FOR CHANGE**

- 3.1 The report approved by Council on 28 February 2012 provides the platform upon which the Council's existing organisational structure has been developed. A further report to Council on 25 June 2013 approved the revision of the Chief Officer structure and service responsibilities as a consequence of the deletion of the Executive Director (Services for People) post and the creation of 2 Depute Chief Executive posts and a Jointly Accountable Officer post to lead Health and Social Care Integration. Appendix 1 reflects the current structural arrangements.

The “One Council” approach and importantly the roles to deliver this, are different which brings about challenges as well as opportunities, in delivering Council Services going forward.

In order to help deliver the proposals outlined above:-

- The Depute Chief Executives will work with and support the Chief Executive to provide the strategic direction of the Council.
- The Depute Chief Executives will work with our partners on the integration agenda in order to deliver on the Single Outcome Agreement. They will also ensure that services adopt a collaborative approach to deliver the Council’s objectives as set out in the Council Plan. They will provide leadership and general management direction to Heads of Service and Service Managers to ensure delivery on service objectives.
- The Heads of Service will work with and support the Depute Chief Executives to operate at a strategic level to contribute to the overall delivery of the Council Plan, priorities and objectives within agreed budgets. They will also develop and lead on integration of service provision, service planning and performance management, ensuring effective delivery.
- The Service Managers will work with and support the Heads of Service to ensure performance management and continuous improvement is embedded within the service to achieve outcomes in line with Council priorities and budget. They will lead, initiate and develop creative solutions to meet and address the future challenges of the service. In further developing the existing structure contained in Appendix 1, changes have been made to reflect the delivery of the Council Plan to achieve a “One Council” approach in delivering services throughout East Lothian.

3.2 Apart from our drive to deliver the best service possible to our communities, the reducing financial resources available to local authorities make it more imperative to be as effective and efficient as possible. This has led to a number of changes in the way we have operated over the last four or five years. Service reviews have tended to result in the size of teams being reduced and teams merged that were previously managed separately. The recent departure of Service Managers through a combination of VERS, early retirements and Service Manager vacant posts has further compounded this. These factors were carefully considered when developing the revised structure to safeguard essential services and enable us to deliver the objectives set out in the Council Plan.

3.3 One of the significant changes proposed is the formation of Area Management to deliver services in a co-ordinated way which will enhance the quality of services currently provided to the Community. This development allied to the strengthening of our customer services team has also required Community Housing to be transferred into Communities

and Partnerships. The primary community based teams will report to a single Head of Service.

- 3.4 The Council and its partners have placed great emphasis on the importance of growing our economy. Similarly, we have taken the opportunity to better align groups of services that will help deliver the Economic Development Strategy. We have a strong reputation for working with local businesses and increasingly are complimented for our “One Council” approach to supporting companies with economic development, planning, building and development teams all working together to find solutions for businesses. The next challenge is to help local businesses grow and bring new business into the County. One of the ways we intend to do this is through our housing investment strategy.
- 3.5 Repositioning of Sport, Countryside and Leisure within Infrastructure will capitalise on the similarities that exist in these Business Groups regarding management and delivery of services.
- 3.6 The proposed changes also reflect the priority given to partnership working in the broadest sense in addition to creating a structure which will interface well with our communities and key partners. It is proposed to continue to develop partnering of all services with other Councils and integration with the NHS. Two areas being developed with Midlothian Council are Environmental Services and Trading Standards. Midlothian Council will lead on Environmental Health and East Lothian on Trading Standards, initially on a 12 month pilot with an interim review after 6 months.
- 3.7 In accordance with delegated powers, new staffing structures are being prepared by Heads of Service to deliver the proposals out-lined above and are attached at Appendix 3 to the report for approval.
- 3.8 The Joint Trades Unions and Service Managers reporting directly to Heads of Service have been consulted during the course of the review through a variety of mechanisms to maximise feedback to best inform and shape the final proposed structure.
- 3.9 The role of the extended Council Management Team is also key to driving forward continuous improvement in the Council’s values and it will work together to ensure that the Council’s objectives are achieved.
- 3.10 Service Managers will be matched into the new posts using the Council’s Matching Protocol with the majority of Service Managers being directly matched into a post which is broadly similar to their existing post within the new structure. Those managers whose remits have been split between different service areas will require to go through a competitive matching process. This will be done through completion of a personal profile form and interview/s.

The interview panel(s) will consist of Heads of Service, Director and/or Depute Chief Executives as appropriate, supported by the HR Manager. Appendix 4 provides details of direct matches to Service Manager posts,

current managers who will undergo competitive interview and details of suitable alternative vacant posts. Any current manager/s who is/are unsuccessful in obtaining one of the new posts will be managed through the Council's redeployment process. Any displaced managers matched to lower graded posts will receive 3 years' salary protection in accordance with the Council's Dealing with Redundancies Policy and Procedure.

Indicative timescales of matching process is:-

- Direct matches – week commencing 4 November with the successful candidate directly matched assuming responsibility day after notification.
- Personal Profiles will be issued during week commencing 4 November to managers undergoing competitive interviews. Profiles to be completed and returned within 10 days of the date of issue.
- Competitive Interview(s) will be carried out during the week commencing 25 November. The successful candidate/s will be notified as soon as possible thereafter and will assume responsibility the day after notification.
- Any Manager(s) being displaced after the competitive interview process will be managed in accordance with the Council's Dealing with Redundancies Policy and Procedure.

3.11 In order to achieve fairness and equity it is proposed that all Service Managers reporting to Heads of Service are matched to posts on common conditions of service i.e. maximum weekly hours of 35 as opposed to 37. It is also proposed that these post-holders have more limited access to the flexible work provisions than is currently enjoyed i.e. no contractual or regularised home-working or compressed hours. This is to maximise their visibility and availability as Service Managers for support, advice and decision-making.

3.12 As is currently the case, reasonable adjustments for any employee with a particular disability would be considered in accordance with the Council's employment policies and practices. Any adjustment could include changes to working hours.

#### **4. POLICY IMPLICATIONS**

4.1 Although there are no direct policy implications in this report it is anticipated that implementation of the new structure will contribute to more effective service delivery in accordance with the Council Plan.

## **5. EQUALITIES IMPACT ASSESSMENT**

- 5.1 Two Equality Impact Assessments (EIA) have been carried out. The first looked at the impact that limiting access to the flexible work provisions and ensuring a consistent maximum working week of 35 hours will have for Service Managers.
- 5.2 The second EIA looked at the impact on employees of the Service re-alignment and subsequent matching process.
- 5.3 Both Equality Impact Assessments are available to view on the Council website.

## **6. RESOURCE IMPLICATIONS**

- 6.1 Financial – Any financial implications will be minimal and will be managed within the Council's approved budget.
- 6.2 Personnel - HR are supportive of the contents of this report. The Joint Trades Unions have been consulted on the proposals outlined. As the Council is undertaking a service review i.e. re-alignment of services which deletes current posts and implements a new structure affecting more than 20 employees, the Council is required to issue an HR 1 (notification of potential redundancies) to the Department for Business Innovation and Skills. A copy of the HR1 form has been shared with the Joint Trades Unions which identifies 36 posts being deleted from the establishment albeit that there are no redundancies anticipated as a consequence of the implementation of the new structure and matching/redeployment process. Formal consultation with the trades unions commenced on 1<sup>st</sup> August 2013.
- 6.3 Other - None

## **7. BACKGROUND PAPERS**

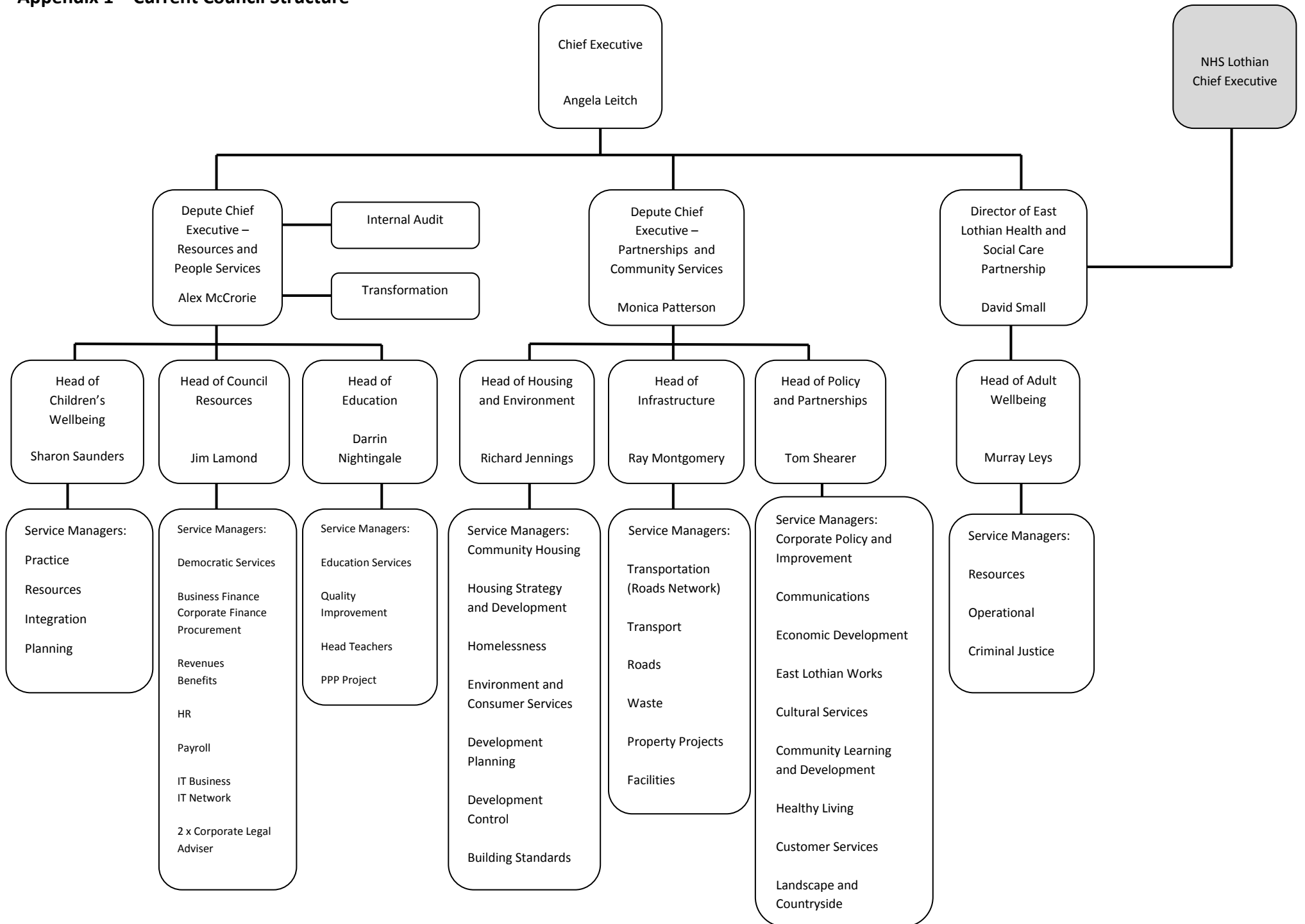
- 7.1 Council Report of 28 February 2012 – Review of Chief Officer Structure
- 7.2 Council Report of 25 June 2013 - Revision to Chief Officer Structure
- 7.3 Members Library Service Report 133/13 – Managing the Workforce Voluntary Early Release Scheme
- 7.4 Appendix 1 – Current Council Structure (attached)
- 7.5 Appendix 2 – Proposed Council Structure showing redistribution of service responsibilities (attached)
- 7.6 Appendix 3 – Proposed Structures (7) showing new Services Managers' areas of responsibility (attached)
- 7.7 Appendix 4 – Matching Process (private background paper)

7.8 Appendix 5 - Job Outlines (private background paper)

7.9 Summary of Financial Implications

<b>AUTHOR'S NAME</b>	Angela Leitch
<b>DESIGNATION</b>	Chief Executive
<b>CONTACT INFO</b>	Ext. 7222
<b>DATE</b>	4 November 2013

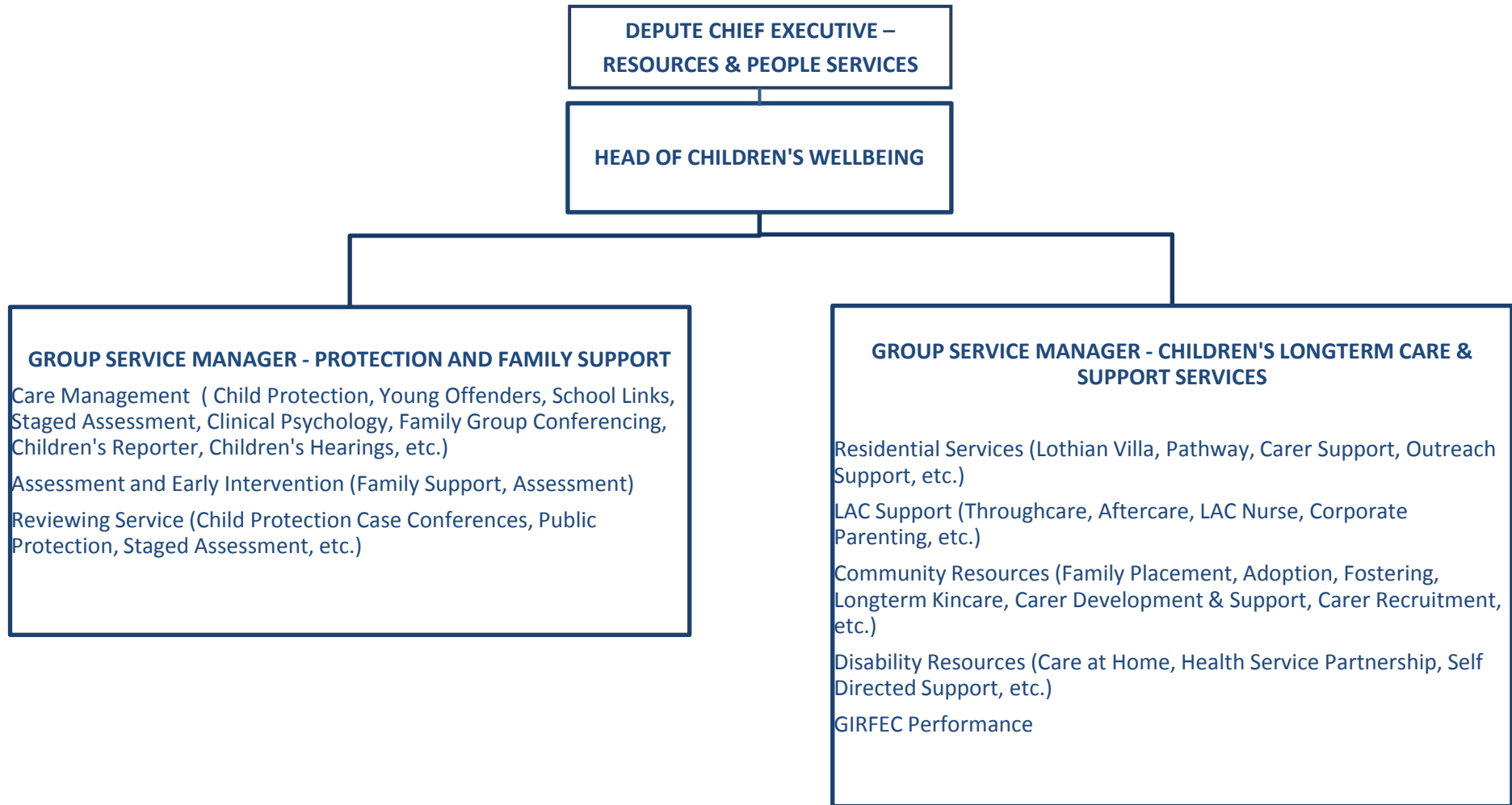
# Appendix 1 – Current Council Structure



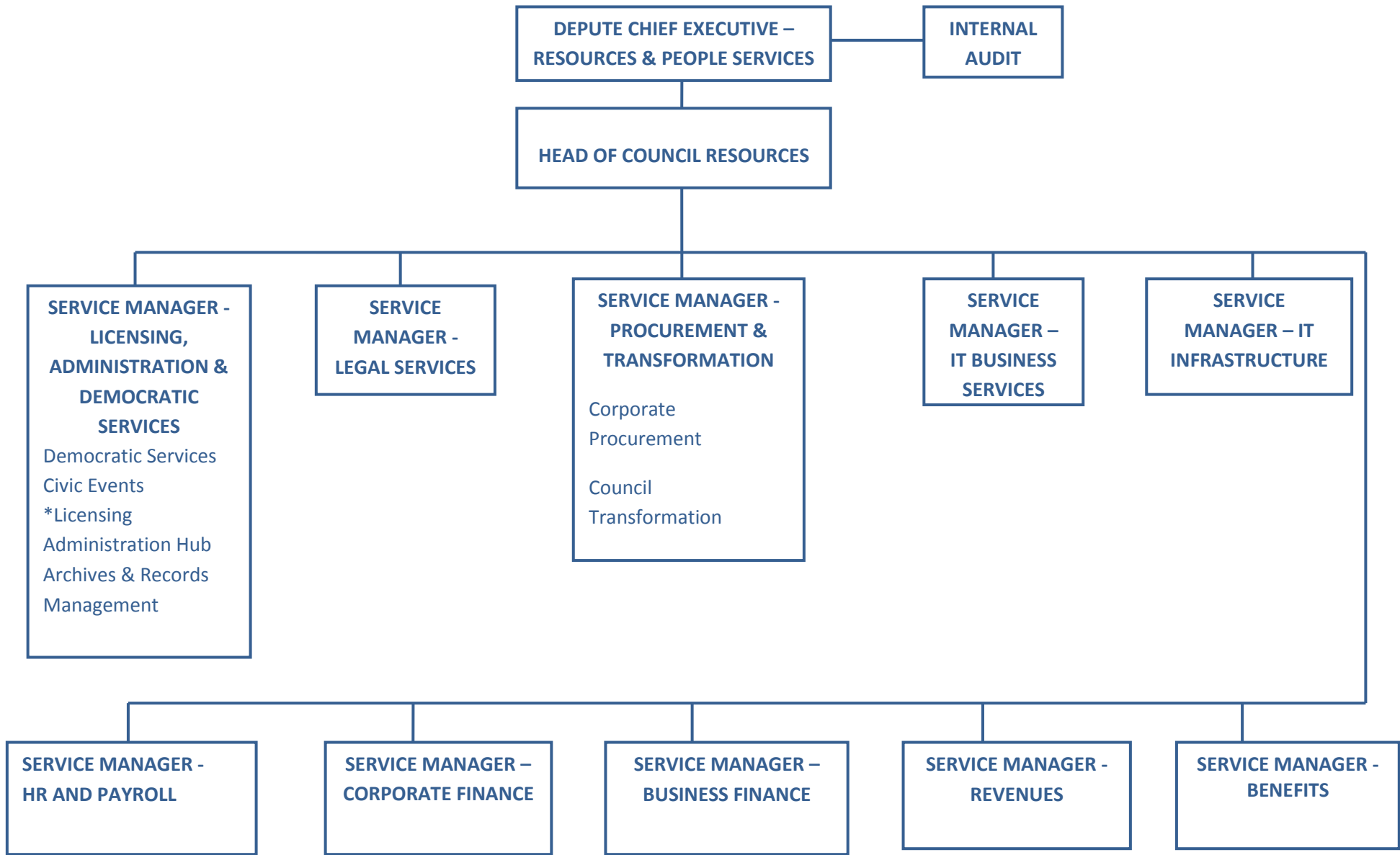




**Appendix 3 – Proposed Structure showing new Service Managers' areas of responsibility**

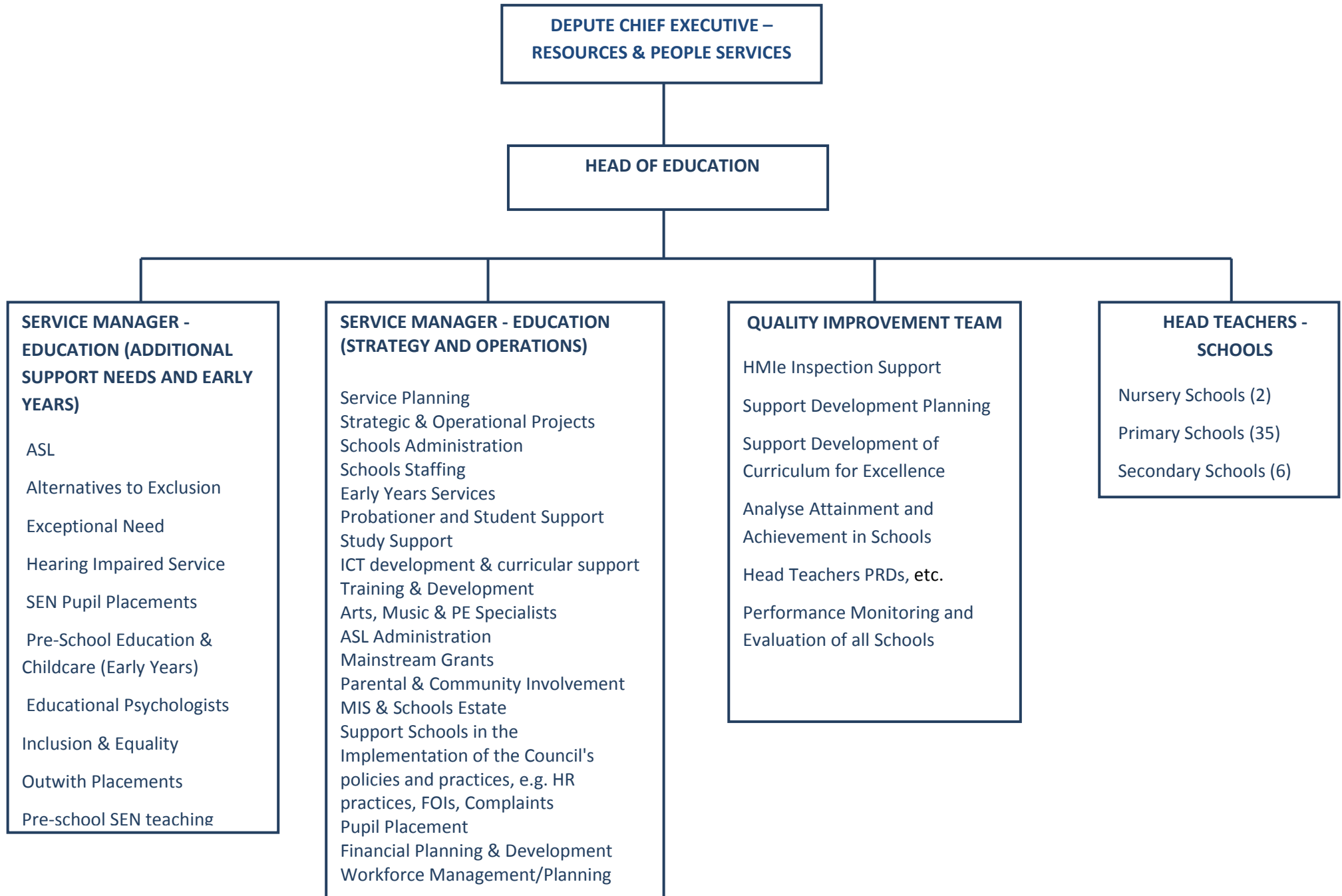


**Appendix 3 – Proposed Structure showing new Service Managers’ areas of responsibility**

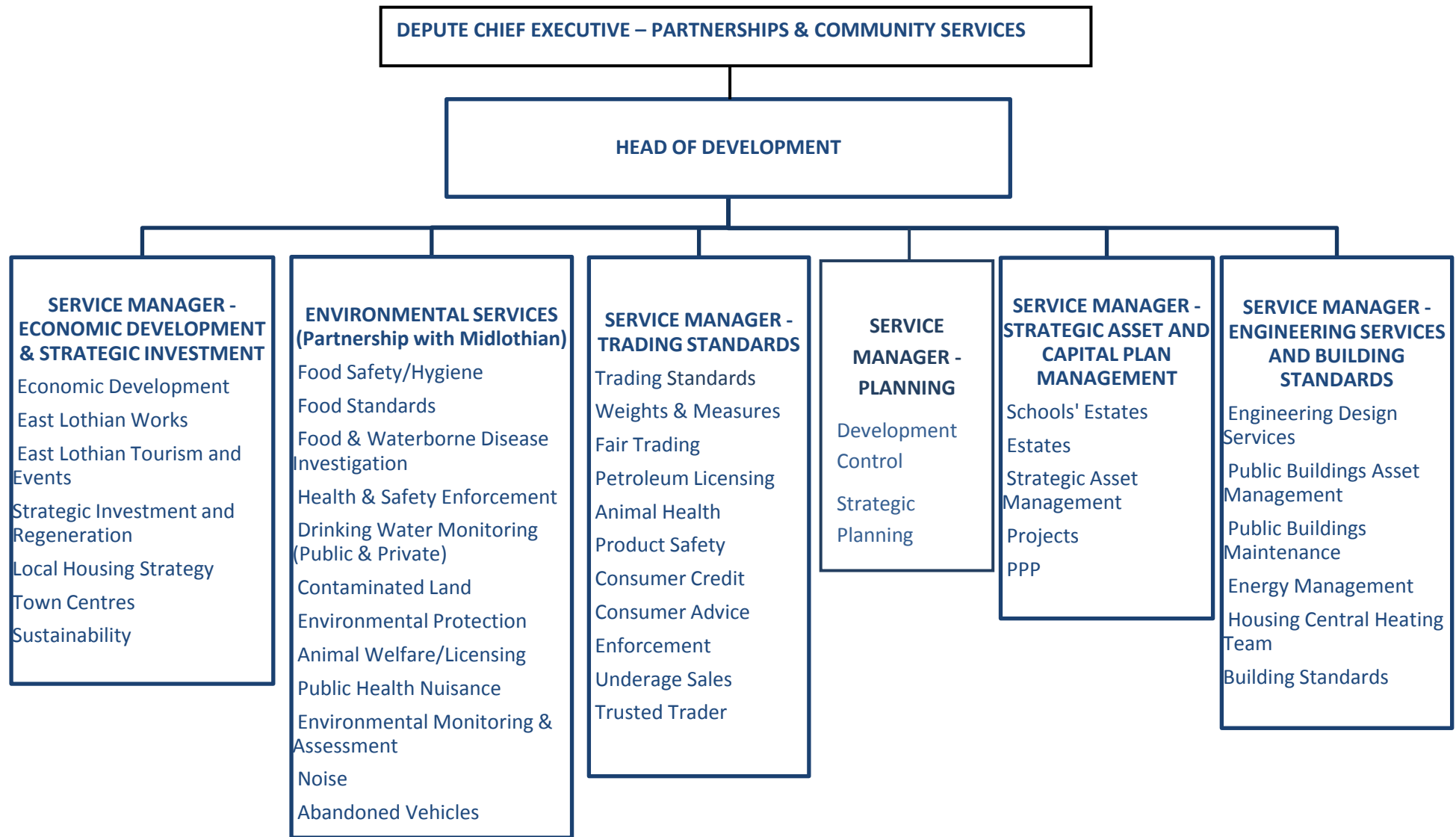


\*Licensing is extended to include Licensing Requests, Licensing Standards, HMO Licensing & Housing Standards and Caravan Sites.

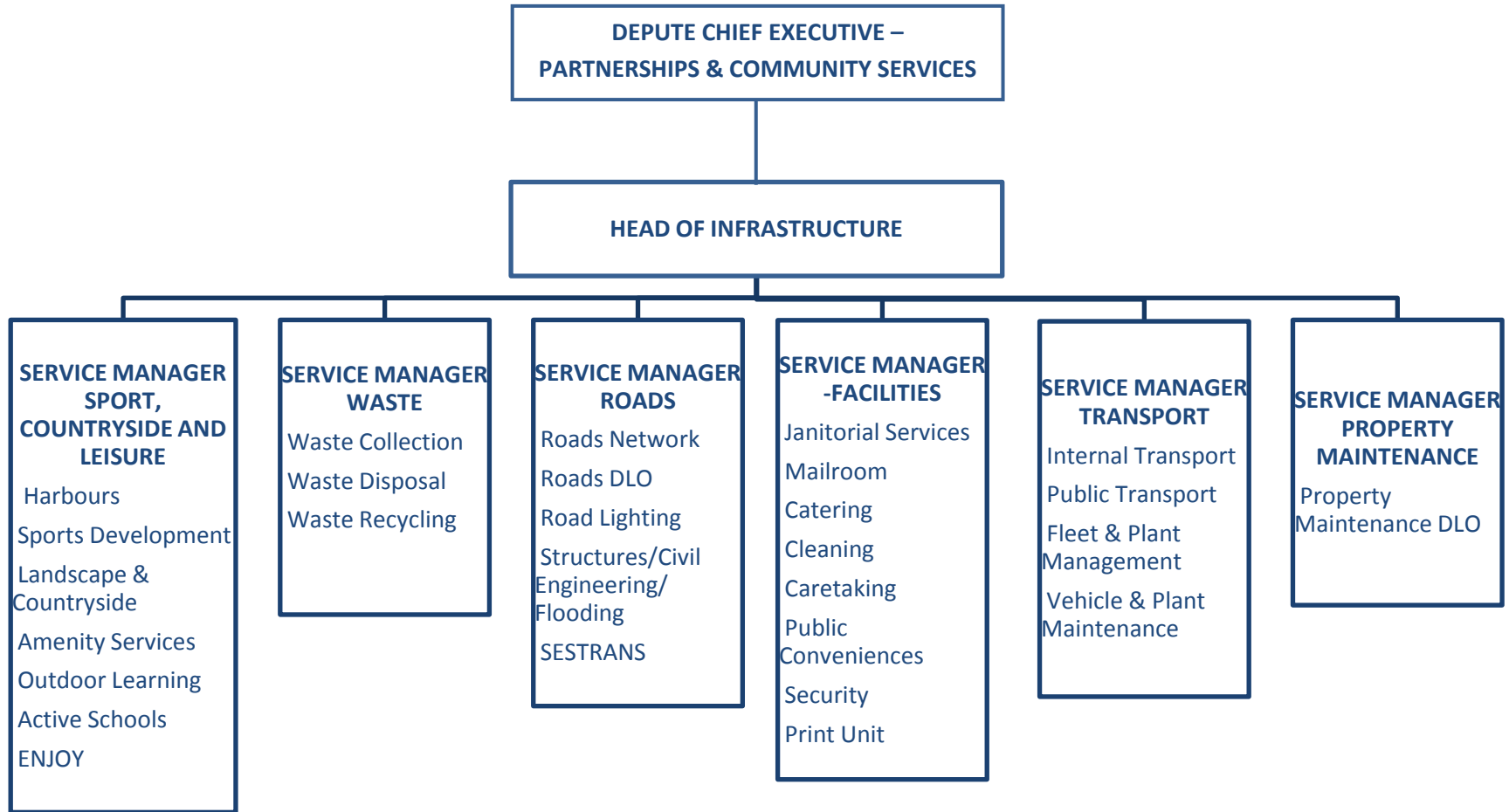
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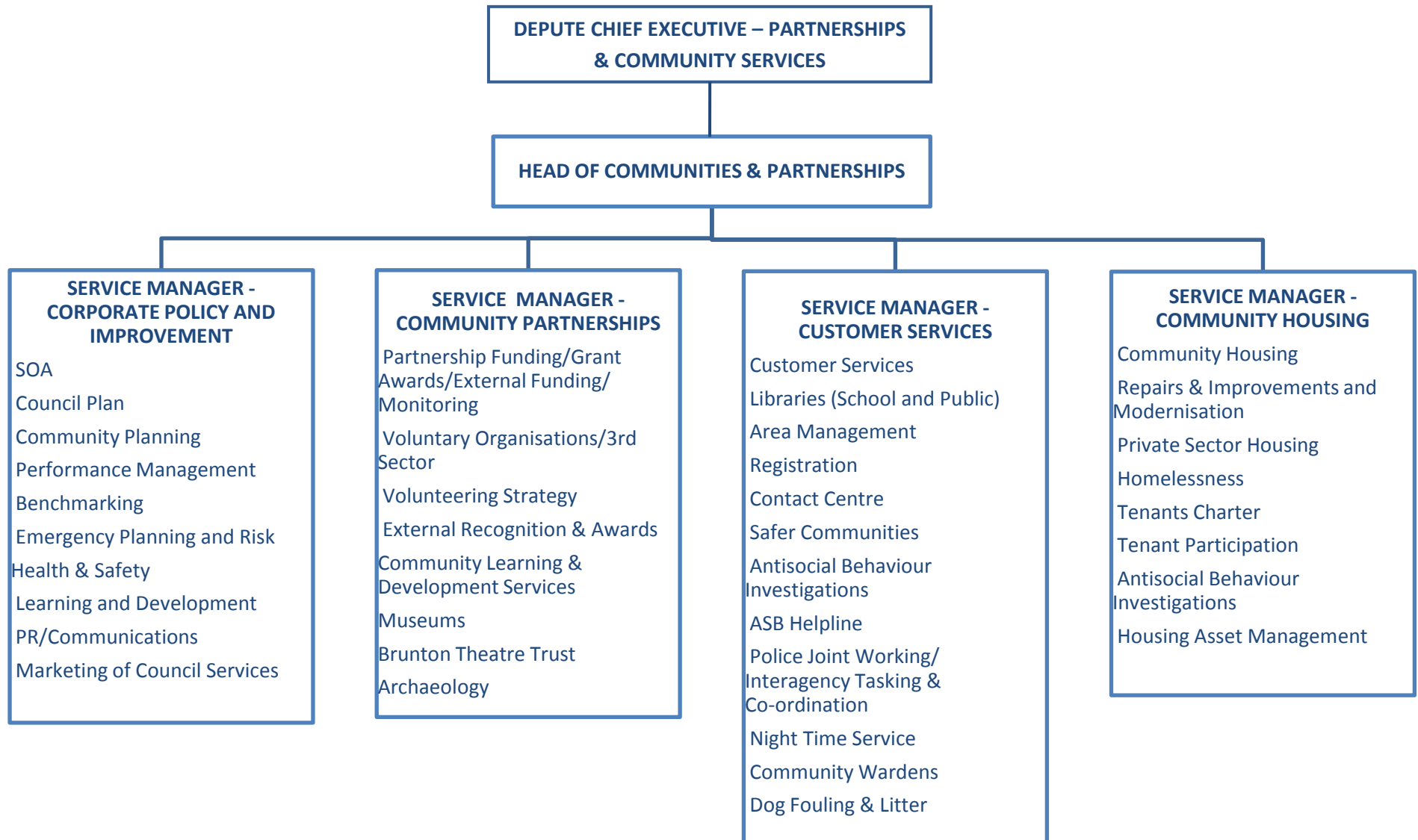
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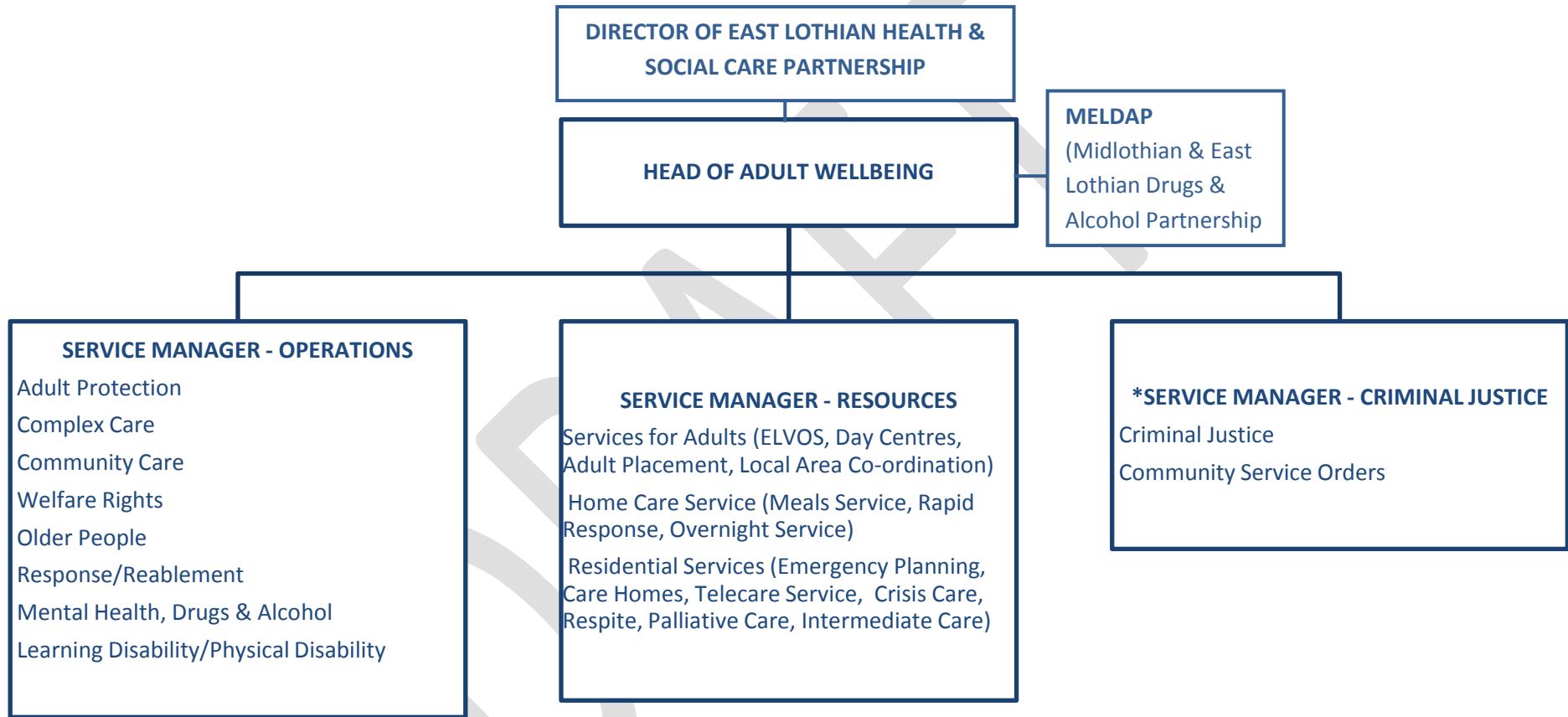
**Appendix 3 – Proposed Structure showing new Services Managers' areas of responsibility**



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\*Reporting to Head of Adult Wellbeing and then directly to the Chief Executive