

South Ayrshire Council

Report by Chief Executive to South Ayrshire Council of 15 May 2014

Subject: Organisational Structure Revisions

1. Purpose

- 1.1 This paper outlines the proposed approach for the next phase of organisational structural change within South Ayrshire Council.

2. Recommendation

2.1 Members are asked to approve:

- the revised staffing and structural arrangements in respect of Chief Officers as outlined in [Appendix 2](#);
- consequential revisions to the Scheme of Delegation;

3. Background

- 3.1 The Raising Our Ambitions for South Ayrshire report, agreed by Council on 27 September 2012 ([link](#)), revised service configurations and management arrangements at Chief Officer level. The revised service configurations have been in operation since February 2013. Responsibility for property services and services for communities lies with more than one Head of Service and this has caused some practical service delivery difficulties.
- 3.2 Subsequent council decisions in respect of services which will transfer to the Health and Social Care Integration Joint Board by no later than 1 April 2015, the appointment of the Director – Health and Social Care and the formation of a shared roads service with East Ayrshire Council – Ayrshire Roads Alliance necessitate a revision to chief officer responsibilities.
- 3.3 The role of proper officer responsible for the administration of the financial affairs of the Council (Section 95 officer) is now held by the Chief Accounting Officer, a third tier manager post. Both the Chief Accounting Officer and the Revenues and Benefits Manager report directly to the Executive Director – Resources, Governance and Organisation (RGO).
- 3.4 The Accounts Commission in discussion with members and officers as part of the recent Best Value Audit raised concerns about the Council having sufficient capacity at officer level to address the issues raised during the audit and ensure that Best Value is embedded within the Council.

4. Proposals

4.1 The current structure is outlined in [Appendix 1](#)

4.2 A revised structure is proposed to address the issues raised at 3.2 – 3.4. This is outlined in Appendix 2.

Post	Current	Revised
Chief Executive	1	1
Executive Director	3	2
Director	-	1
Head of Service	10	9
Total	14	13

The equivalent of 1 FTE Head of Service will transfer to the Integration Joint Board.

4.2.1 Health and Social Care Integration

The appointment of the Director – Health and Social Care and the agreement for transfer of services to the Integration Joint Board materially changes the roles and remits of the Executive Director – Care, Learning and Wellbeing (CLW), who currently holds the position of Chief Social Work officer, and the Heads of Children’s Services and Community Care and Housing.

The following services will transfer to the Integration Joint Board no later than 1 April 2015

- Children and Families;
- Criminal Justice;
- Health and Social Care Integration; and
- Adult and Community Care.

The following services remain the responsibility of the Council

- Early Years and Childcare;
- Additional Support Needs; and
- Housing Management and Operations

Further clarity is awaited in respect of which (limited) housing services require to transfer to the Integration Joint Board.

The Director – Health and Social Care will be in post from 16 June 2014 and will develop a structure to allow the delivery of all council and health services transferred to the Integration Board. The services transferring form part of the remits of the Head of Children’s Services and the Head of Community Care and Housing, the equivalent of one full time equivalent (FTE) Head of Service will be transferred to the Integration Board and the two existing post holders will be considered for posts in the new structure.

As a consequence of the above the posts of Executive Director – Care Learning and Wellbeing, Head of Children’s Services and the Head of Community Care and Housing will be deleted from the Council structure when services are delegated to the Shadow Integration Board. This transfer is anticipated to take place on 1 September 2014.

It is proposed that a new post of Director – Educational Services is established with a remit which includes that of the current Head of Educational Services, and as well as the Early Years and Childcare, and Additional Support Needs elements which are currently within the remit of the Head of Children’s Service. This post will be graded at Spinal Column Point 42 on Chief Officer Scale (£92,745)

4.2.2 Ayrshire Roads Alliance

A Head of Service with responsibility for delivering the roads service within East and South Ayrshire is employed by East Ayrshire Council. Responsibility for delivery of the roads service will be removed from the remit of the Head of Neighbourhood Services.

4.2.3 Responsibility for financial affairs of the Council (Section 95)

Guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) recommends that the Chief Financial Officer in a public service organisation:

- is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the authority's strategic objectives sustainably and in the public interest;
- must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the authority's financial strategy; and
- must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively

It is therefore proposed that a Head of Service post with responsibility for Finance including Revenues and Benefits is created within the Resources, Governance and Organisation Directorate.

4.2.4 Best Value

There is a clear need to address the issues raised in the recent Best Value audit and ensure that a best value culture is embedded across the Council. It is therefore proposed that a Head of Service post with responsibility for Best Value, Single Outcome Agreement, Council Plan, Oversight of Service and Improvement Plans, Performance development and reporting, Strategy and Policy, Public Affairs including Web and Marketing and Business Improvement is created with line management by the Chief Executive. The job title for this post will be Head of Policy and Performance. It is also proposed that existing 3rd/4th tier posts in Economy, Neighbourhood and Environment (ENE) and Care, Learning and Wellbeing (CLW), which have responsibility for service planning etc are line-managed by this Head of Service post in order to increase capacity within the organisation.

Any requirement for additional capacity will be considered by the Best Value Working Group and presented to elected members in a future report.

4.2.5 Property Services

Responsibility for property services is currently shared by Head of Corporate Resources and Head of Property and Facility Services. It is proposed that all property matters with exception of property maintenance become the responsibility of current Head of Corporate Services and the job title changed to Head of Property and Risk

4.2.6 Communities

Responsibility for work with communities is currently shared by Head of Policy, Community Planning and Public Affairs and Head of Community, Enterprise and Development. It is proposed that a Head of Service post is created with responsibility for Youth and Adult Services, Community Resource Transfer, Community Engagement including Community Councils, Grants, Community Planning interface and Community Safety – job title to be Head of Communities.

4.2.7 Consequential revisions

Responsibility for ICT currently rests on a temporary basis with Head of Policy, Community Planning and Public Affairs, it is proposed this transfers to the new post with responsibility for Finance – job title Head of Finance and ICT, and that a new Head of Service post is created with responsibility for Housing, Facilities Management and Property Maintenance (previously responsibility of Head of Community Care and Housing and Head of Property and Facility Services) – job title Head of Housing and Facilities. Responsibility for Sustainability will be added to Head of Neighbourhood Services post.

4.2.8 Changes to scheme of delegation.

Approval of the proposals outlined in Appendix 2 will result in changes to the Scheme of Delegation. A list of required changes will be submitted to Council in July 2014 for formal approval.

5. Resource Implications

5.1 *Financial*

The cost of the structure outlined in Appendix 2 can be contained within the existing staffing budget. Any resultant severance costs will be met from the corporate fund set aside for that purpose

5.2 *Legal*

Not applicable.

5.3 *Human Resources*

The proposed revisions are outlined below:

Job Title	Change as result of new structure proposals
Executive Director – Resources, Governance and Organisation	Additional responsibilities for property services transferred from ENE
Head of Policy, Community Planning and Public Affairs	Post deleted and responsibilities split between Head of Communities and Head of Policy and Performance.
Head of Employee and Customer Services	No change
Head of Corporate Resources	Remit changed to remove ICT and include number of property services and amend title to Head of Property and Risk
Head of Legal and Democratic Services	No change
Executive Director – Care, Learning and Wellbeing	Post deleted
Head of Education	Post deleted
Head of Community Care and Housing	Post deleted
Head of Children’s Services	Post deleted

Executive Director – Economy, Neighbourhood and Environment	Responsibility for property services, (excluding property maintenance) transferred to RGO. Additional responsibility for Housing Management and Operations, Community Engagement including Community Councils, Grants, Community Planning interface and Community Safety
Head of Enterprise Development and Leisure	Responsibility for Youth and Adult Services and Community Resource Transfer removed Operational Responsibility for Ayrshire and Arran Tourism Team added
Head of Neighbourhood Services	Responsibility for Roads removed and Sustainability added
Head of Property and Facility Services	Post deleted (vacant)
Head of Finance and ICT	New post
Head of Housing and Facilities	New post
Head of Communities	New post
Head of Policy and Performance	New post
Director of Educational Services	New post

The Council's Managing Change Policy will apply and some officers may be entitled to a severance package.

6. Risk

6.1 Risks are currently being managed within the operational activities of each Directorate.

7. Equalities

7.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process and there are no significant equality impacts of agreeing the recommendations. A copy of the Equalities Scoping Assessment can be provided on request

8. Sustainable Development Implications

8.1 This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

9. Options Appraisal

9.1 An options appraisal has not been carried out in relation to the subject matter of this report.

10. Link to Council Plan

10.1 The proposals contained in this report will assist in the delivery of Best Value and Improve the Way we work as a Council.

11. Results of Consultation

- (1) There has been no public consultation on the contents of this paper.
- (2) Consultation has taken place with Councillor Bill McIntosh, Portfolio Holder for Corporate, Strategic and Community Planning Portfolio.

- (3) Consultation has taken place with staff whose remits are directly affected by the changes and the report shared with Trade Union representatives.

Background Papers **Report to South Ayrshire Council of 27 September 2012**

[https://ww20.south-ayrshire.gov.uk/ext/committee/CommitteePapers2012/South%20Ayrshire%20Council/27Sep12-sac-RaisingOurAmbitions.doc\(Aq10\).pdf](https://ww20.south-ayrshire.gov.uk/ext/committee/CommitteePapers2012/South%20Ayrshire%20Council/27Sep12-sac-RaisingOurAmbitions.doc(Aq10).pdf)

Person to Contact Eileen Howat, Chief Executive
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612612
E-mail eileen.howat@south-ayrshire.gov.uk

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