Report by Executive Director, Economy, Neighbourhood and Environment to South Ayrshire Council of 6 March 2014

Subject: Structure Alterations –Community, Enterprise and Development

1.   Purpose of Report

1.1   The purpose of this report is to request Council approval for new structures within Community, Enterprise and Development.

2.   Recommendations

2.1   Council is asked to approve the new structure as set out in appendices 1 and 2 for Community Enterprise and Development which will result in a reduction in 4.5 FTE and an estimated saving of £165,013.

3.   Background

3.1   There are a number of major service reviews taking place within the Community Enterprise and Development team which have identified the need for structural change require the support of structural change. Firstly the Sport and Golf service is undergoing review to improve efficiency of the service and to reduce the overall subsidy support to golf. Secondly there is a requirement to streamline the way in which we support community learning and development in South Ayrshire with a view to creating a more joined up approach across the Council. The initial proposed restructure brings teams together within the service to create a more generic approach. Thirdly Economic Development is identified as one of the key themes within the strategic objectives of the Council Plan. The proposed structure supports work around the Ambition programme and the moves towards a more proactive approach to encouraging new business into the area. The proposals also sit within the overall framework of the Raising Our Ambitions paper which set out the rationale for streamlining management structures and recognising the synergies between services.

4.   Proposals

The proposed structure is attached to this report as Appendix 1. Appendix 2 provides a breakdown of the proposed changes. The current structure is attached at Appendix 3.

The proposals are summarised as follows:

4.1 Sport and Golf

The proposed changes here are designed to address the need to reduce costs in these services, whilst improving focus on business development, to generate increased income, and sports development.

- Reduce the requirement for subsidy to golf services through more streamlined working arrangements across golf courses;

- We are improving management and supervision capacity through the addition of new posts in Sport and Leisure – Business Development & Administration Team Leader, Golf Team Leader, Citadel/Pools Operations Officer, Activity Centre/Town Hall operations Officer.

- We are creating a golf team leader post to reflect the focus on golf development; major projects to improve golf facilities; and the continuing work to reduce subsidy.

- The Sport and Leisure Team Leader remits have been amended to reflect the requirements of the new Sports and Leisure Strategy and create an improved focus on sports development.

- We are reconfiguring existing roles to establish a team within sport and leisure which will drive business improvement activity and customer focus. Business development activity is required across sport & leisure services, with a particular focus on Golf.

- We are deleting Activity Centre officer posts; Citadel Duty Officer posts; the Golf Maintenance Team Leader post; 2 vacant Greenkeeper posts; 1 Head Greenkeeper post; 1 Senior Starter post and 2 Starters posts as well as altering existing posts to reflect service requirements.

- We are converting the seasonal and casual budgets to create permanent peripatetic annualised hours starters/greenkeepers/marshalls and bowling attendants

4.2 Enterprise

- We are creating an additional post to be funded through the operational service budget for Enterprise. This allows us to adequately resource the current priority projects and schemes and creates the capacity to develop a proactive approach. The post will provide the financial administration for grants and loans as well as be responsible for the development of business databases and quality assure the information currently held, as well as support the organisation of business events.

- We are creating a Business Models and Regeneration co-ordinator to provide the capacity for projects such as Belleisle HLF; community asset transfers; and the development of alternative service operational models including Trusts.

4.3 Community Learning and Development

This is an initial restructure to create a more generic approach within Learning Communities and to widen the strategic responsibilities of Team Leaders. The aim is to facilitate a more joined up approach between the different elements of the CLD team. These changes do not preclude further review. The current and proposed structures are attached as Appendices 5 and 6 respectively. Proposals are:

- We are creating 3 area based teams within Adult and Youth education (CLD) to replace the current structure of 2 area teams, an adult literacy team and a youth accreditation and strategy team to create a more area focussed approach to delivery.

- We are broadening the remit of each CLD team to develop partnership approaches to working in schools and communities and provide additional support for learning, skills and cultural development.

- Each CLD team leader will also have a strategic responsibility for either adult literacy, youth work and community based adult learning, to broaden the remits of team leaders and to create a more generic approach.

  We are deleting one Community Learning and Development Worker and one senior Community Learning and Development Worker and are deleting historic vacancies.

- We are reducing the number of Level 10 posts in Community Learning and Development to reduce layers within the management structure.

4.4   Art and Culture, Libraries and Museums

- We are merging the museums and libraries service to lead to better use of resources and create more flexibility. This includes having a single co-ordinator post for libraries and museums. There will be a focus on front of house development through the merged libraries and galleries operations officer and a focus on joint project development to strengthen the links between libraries, Rozelle and the McKechnie Institute. This will include developing external funding initiatives; working in partnership with schools; and developing outreach work.

- We are merging exhibitions and collections officer posts.

- We are reconfiguring the role of the galleries attendants to become galleries assistants to provide flexibility across libraries and museums and will focus on improving service delivery and customer service.

- We are creating a cultural planning and events co-ordinator to work with the arts and cultural planning partnerships to deliver the long term emerging arts and culture strategy, including a co-ordinated approach to events programming; support to South Ayrshire Council's Place Partnership with Creative Scotland; and supporting work within the town centres.

4.5   Management Structure
- We are deleting the level 17 Community and Development Initiatives Manager post and the level 15 Sports Leisure Libraries Arts and Culture Manager post.
- We are reconfiguring the remaining tier 3 management structure to include a Planning and Development Manager, an Enterprise Manager, and a Sport, Arts and Community Learning Manager.

5.   Resource Implications

5.1   *Financial*

In Community Enterprise and Development the structure proposals will reduce employee budgets by approximately £165,013.
Costs of VS/VER or redundancy are not included and will be drawn from the Central Fund

5.2 *Legal*

There are no legal implications arising from these proposals.

5.3 *Human Resources*

New or altered posts have been subject to job evaluation.

The restructures within Community Enterprise and Development services will result in a reduction 4.5 FTE, through alteration of existing posts; deletion of posts and creation of new posts. This will be managed through a combination of the deletion of existing vacant posts, voluntary severance and through the Managing Change Policy.

6. Risk

Risk of not approving the proposals is that the revenue savings associated with these changes will not be realised in full during 14-15.
Risk of approving the proposals - It is possible that not all reductions in posts will be achieved via voluntary means. The Managing Change policy will apply.

7. Equalities

An Equalities Impact Assessment has been carried out on this topic and the equalities implications and mitigating actions are as set out in Appendix 4.

8. Sustainable Development Implications

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

Structure options for CED were considered exhaustively. The proposals are considered to the best to achieve the needs of the services in the future.

10. Link to Improvement Priorities

This work links to the Aim - *Our public services are efficient, forward-looking and ambitious reflecting the views of our stakeholders*; specifically, *Ensure the Council makes best use of its key resources to deliver its strategic objectives*

11. Results of Consultation

Consultation has taken place with trade unions, employees and relevant portfolio holders.

Background Papers   None

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