

The Highland Council
Community Services Committee
5 November 2015

Agenda Item	7.
Report No	COM 54/15

Proposed Amendments to Service Structure

Report by the Director of Community Services

Summary

It is proposed to amend the Service structure to align teams under 4 Heads of Service rather than under the current matrix management structure of 8 (3 Heads of Service, 4 Area Managers and 1 senior manager). This paper outlines the benefits to the Service, Highland Council and the public, and the affects this will have on staff. Members are invited to approve the new structure in principle and to agree that a report comes back to committee in February 2016 to agree grades, job & person specifications and the recruitment process for the proposed new 4 Heads of Service posts.

1. Background

- 1.1 On 24 October 2013, the Council agreed a Service structure of 5 Directorates.
- 1.2 As of 1 April 2014, much of what was Transport, Environmental & Community Services and Housing & Property Service became Community Services (**Appendix 1** shows the current management structure and key responsibilities of each post within this structure).
- 1.3 A new Director was appointed in February 2014 to implement these changes.
- 1.4 Over the past 18 months further work has taken place to align Service teams with the 4 Areas and with the values we have agreed as a Service:
 - put our customers at the centre of what we do;
 - discuss with communities how they could do more themselves and how we could support them to do so;
 - be consistent in our dealings with people across the Highlands;
 - listen to our customers and explain our decisions;
 - be open, honest and transparent in everything we do; and
 - focus on performance to help us be the best we can be
- 1.5 Restructure work has previously taken place in area delivery, transport and fleet; with changes to Environmental Health proposed as a result of a Workforce Planning exercise presented in a separate paper to this Committee today.
- 1.6 In common with all Local Authorities across Scotland, the Council faces significant financial challenges over the next 3 years. Given that the majority of the Council's budget is staffing then it is no surprise that Community Services is taking a close look at its staffing resource. Again, through Workforce Planning, we need to ensure that our staffing resource is fit for purpose to meet future Service demands and utilise current staff as effectively

and efficiently as possible.

2. Proposed Changes to Service Structure

- 2.1 **Appendix 2** shows the proposed new Service structure of 4 Heads of Service and the key responsibilities of each post.
- 2.2 Within the current structure of 8, the Director provides direct line management for the 4 Area Managers but the policy and strategic direction comes from the Head of Housing and the Head of Roads and Transport. Within this matrix, the Building Maintenance function is managed by the Performance and Building Maintenance Manager.
- 2.3 The proposed model of 4 is simpler and more functional with the Heads of Service being responsible for policy and strategy through to service delivery. Through identification of service delivery needs (either by client/ customer engagement, legislation or development of good practice), policy and strategy will be developed, communicated, delivered and evaluated to ensure improved service delivery going forward, under one functional Head of Service. The Director will be better able to direct and support this model in a more consistent manner whilst being freed up overall to better direct the Service. At present there is no time to learn from others across Scotland and seek to drive innovative improvements from best practice and experience elsewhere.
- 2.4 Service delivery will of course still happen at the local level. The new structure will better enable the Service to prioritise and focus more clearly on key areas that matter most to the public and where we are under most pressure to deliver improvements. With continued financial pressure on the Service and close scrutiny of key areas of service delivery, it is time to take stock and put key 'families' of staff together to help the Service to concentrate on, for example, grounds maintenance, housing voids, roads maintenance, performance management and community engagement.
- 2.5 Through Workforce Planning exercises, together with information derived from Community Service's internal Communication Survey and the corporate Employee Survey, we now have management information that provides clear synergies between different areas of work. The information derived has helped shape the new 4 Heads of Service structure and will maximise the ability of the Service to deliver multi-skilling across similar areas of work. For example, staff currently operating in the 4 Areas deliver grass cutting and grounds maintenance, whilst staff within our current Environmental and Regulatory Services deliver waste management and street cleansing. All these staff come within the same job families in relation to pay grade and skill base. To bring these functions together under one Head of Service provides opportunities for more effective use of the total resource and expands (through training and support) skills base for staff with an improved service delivery outcome for communities.
- 2.6 There will continue to be significant overlap between staff involved in grounds and roads/winter maintenance and the 2 relevant Heads of Service in the proposed new structure will need to work closely together to maximise this. This already substantially happens within the area structures and lessons

learned from this will be applied in the new structure at the local level.

- 2.7 Through the proposed realignments there will be also be opportunities going forward for all 4 Heads of Service to bring forward further proposals for multi-skilling that in the longer term will protect jobs and deliver better services locally.
- 2.8 Bringing together Housing and Building Maintenance (and separating the responsibility of grounds and roads/winter maintenance from this at the local level) will enable the Service to concentrate on some high risk areas. We need to keep a clear focus on voids, homelessness, capital planning and arrears and give these our undivided attention as we endeavour to deliver the best service possible to our tenants across Highland.
- 2.9 A key focus for the Head of Performance and Resources will be to provide strategic leadership to the whole Service across a range of critical support functions, for example, customer services, performance, resources, information management, ICT, Business Support, H&S and procurement. However the remit also includes some key operational service areas that work across the Service, and indeed the Council, for example, Fleet, Stores & Depots, Harbours and Emergency Planning. These will benefit from being separated from Roads and Transport where, within the current structure, there are too many direct reports for the current Head of Service to manage effectively.
- 2.10 Not least in consideration of these changes are the impacts of Community Empowerment and the Council's own new localism agenda. Community Services is going to be at the sharp end of this from April 2016 and, as a Service, we need a fresh approach to deliver our part. Within the Service at present we have staff involved in community engagement, for example, waste awareness, community works and tenant participation. We will need to build on this and ensure we bring proposals back to the next committee on how this will work across the Service at the local level going forward.
- 2.11 It is important that Members know who to speak to at the local level regarding local matters. Local service delivery will always be a high priority for Community Services and the proposed simplified structure will make it easier for local Members and communities to know who to speak to and to get feedback at local committee/ forum and community level

3. Appointments to Heads of Service Posts

- 3.1 The aim of the appointment process will be to minimise disruption to service delivery. However these are significant changes to posts and, as a result, it is proposed that all 8 posts in the current management structure be deleted and replaced with 4 new Heads of Service posts.
- 3.2 In line with Council policy, as these jobs have changed, they will be subject to grading review to ensure transparency, equality and integrity of the grading structure.
- 3.3 When filling these posts, we will seek to find best-fit solutions which are

flexible enough to benefit from both the objectives of the restructure and the skills/experience of the staff affected.

3.4 Discussions have already taken place with Trade Unions and the 8 staff affected by these changes and these discussions will continue on a more formal basis if the proposal is approved.

3.5 It is positive to report that all 8 members of the Senior Management Team wish to sit down with the Director to agree the best way to take forward service delivery in the new structure. This will assist with early delivery of any changes needed to Service teams to align with the new structure.

4. **Service Teams**

4.1 There will of course need to be further decisions on alignment and deployment of posts below the Service Senior Management Team level. Any amendments to posts arising from these decisions will go through Trade Union and staffing consultation and be presented to a future Community Services committee for approval.

4.2 At this stage it is not possible to be more specific about changes to service teams. The Heads of Service appointed will work with the Director to bring forward any amendments to posts and, as previously stated, this will be managed through consultation with Trade Unions and staff.

4.3 Service delivery is of course a very high priority for Community Services and as such it is recognised that senior operational management is still required under the Heads of Service.

4.4 It is hoped that key management changes in service delivery will be available for approval at the April 2016 CS committee.

5. **Timetable**

5.1

Action		Timetable
1.	Members agree new CS structure in principle	5 November 2015 CS Committee
2.	Heads of Service - grades, job & person specifications and recruitment process agreed	February 2016 CS Committee
3.	Appointment to Heads of Service	February 2016
4.	Service Delivery - key changes to management	April 2016 CS Committee

6. Implications

6.1 Resources

It is anticipated that savings of some £300k in 2016/17 can be found from this restructure (which includes proposals for savings from Environmental Health, included in a separate report to this committee).

The Council's policy is to avoid compulsory redundancies wherever possible and should be achievable but there may well be one-off costs arising from voluntary severance and redeployment.

6.2 Risks

There may be short-term performance risks associated with these changes which can be mitigated through the Director's leadership and support.

6.3 Legal/ Climate Change/ Carbon Clever/ Rural/ Gaelic

There are no known risks in these areas associated with the proposals contained in this report.

7. Recommendation

The Committee is invited to agree:

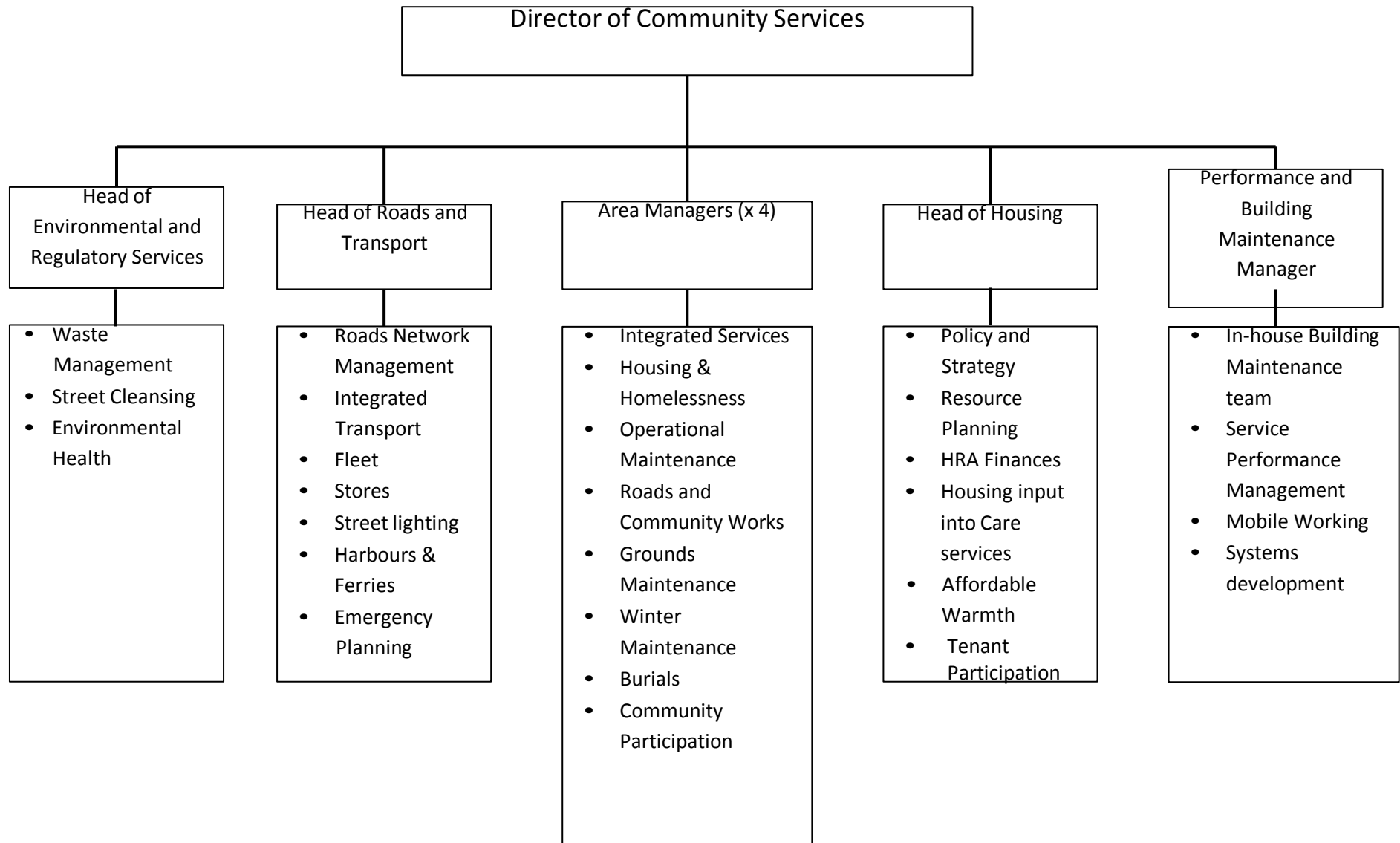
- i. the new Service structure in principle as outlined in Appendix 2; and
- ii. that grades, job & person specifications and the recruitment process for the 4 Heads of Service posts be brought to the February 2016 CS Committee for approval

Designation: Director of Community Services

Date: 27 October 2015

Author: William Gilfillan

Appendix 1



**Director of
Community Services**

**Head of Environmental
and Amenity Services**

Policy and Strategy
Operational Mgt
Waste Management
Environmental Health
Street Cleansing
Public Toilets
Burials/ Cremations
Grounds Maintenance
War Memorials
Comm Engagement

Service Delivery

**Head of Roads and
Transport**

Policy and Strategy
Operational Mgt
Transport
Traffic Management
Street Lighting
Communications
Ferries
Roads Maintenance
Engineering
Winter Maintenance
Comm Engagement

Service Delivery

**Head of Housing and
Building Maintenance**

Policy and Strategy
Operational Mgt
Local Housing Strategy
Housing Revenue
Account and Capital
Planning
Housing and Property
Building Maintenance
Homelessness
Tenant Participation &
Comm Engagement

Service Delivery

**Head of Performance
and Resources**

Customer Services
Performance
Workforce Planning and
Resources
H&S
Information Mgt & ICT
Business Support
Procurement
Fleet/ Stores/ Depots
Harbours
Emergency Planning
Comm Engagement

Service Delivery

NEW LOCALISM
Engagement, Empowerment, Performance, Reporting