

10.00am, Thursday 10 December 2015

## Executive Management Structure

**Item number** 8.1  
**Report number**  
**Executive/routine**  
**Wards**

### Executive Summary

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Council approved the new Executive Structure at its meeting on 25 June 2015 as part of the Council's Transformation Programme. Executive Directors, reporting to the Chief Executive Officer (CEO) are collectively known as Tier 1 of the organisational structure.

At its meeting on 19 November 2015 Council noted that the Chief Executive would bring forward proposals for a revised top level structure and this paper sets out these proposals for approval.

The revised structure proposes a realignment of responsibilities to forge a stronger level of focus around matters of strategic importance to include the following functions Strategy and Insight, ICT and Communications and the creation of a role of Executive Director of Resources with responsibility for Finance, Risk, Legal, HR, Customer and Property.

### Links

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<b>Coalition pledges</b>	P30
<b>Council outcomes</b>	CO25
<b>Single Outcome Agreement</b>	SO1, SO2, SO3 & SO4

## Executive Management Structure

### 1. Recommendations

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- 1.1 Agree the revised Organisational Structure at Appendix 1.

### 2. Background

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- 2.1 At its meeting on 25 June 2015 Council approved an Executive Structure comprising a Chief Executive, Deputy Chief Executive, Director of Communities and Families, Director of Place, Director of City Strategy and Economy and Director of Health and Social Care.
- 2.2 Since then, two of the Executive Directors confirmed into those posts, the Director of City Strategy and Economy, and the Deputy Chief Executive have resigned, in order to pursue career development opportunities outside of the Council.
- 2.3 As a result, the Chief Executive has reviewed the structure and this paper proposes a realignment of responsibilities to ensure continued focus around matters of strategic importance to the organisation to include the following functions Strategy and Insight, ICT and Communications and the creation of a role of Executive Director of Resources with responsibility for Finance, Risk, Legal, HR, Customer and Property.

### 3. Main report

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- 3.1 Given that two Executive Directors have decided to leave the organisation for career development, the opportunity has been taken to review the structure reporting to the Chief Executive to ensure that key areas of strategic importance to the organisation are given the focus that is needed to drive forward organisational transformation and improve outcomes for citizens of Edinburgh.
- 3.2 With that in mind, the revised organisational Structure at Appendix 1 is submitted for approval by Council.

## **City Strategy, Economy and Culture**

- 3.3 Under these arrangements the Executive Director of City Strategy and Economy will continue to report to the Chief Executive and the Director of Culture role will report into it. This provides the Council with single, aligned accountability for delivery of all Economic Development and Cultural activity as well as delivery of the proposals for a City Region Deal.

## **Communications and Strategy & Performance**

- 3.4 Given the importance placed upon the future shape, delivery and performance of the Council and set against a background of increasing expectations from all of our Customers it is proposed to align the functions of Communications, ICT and Strategy and Insight to the Chief Executive.

## **Director of Resources**

- 3.5 Given the proposal in 3.4 above the role of Deputy Chief Executive is no longer required and it is therefore proposed to create a role of Executive Director of Resources which would have responsibility for Finance, Legal, HR, Customer and Property.

## **Impact on Current Staff**

- 3.6 There is no impact on current staff except for reporting line changes. The two Executive Director roles are vacant and will be recruited to in the normal way. The Communications, Strategy and Insight and ICT functions will report to the CEO.
- 3.7 The revised structures will help ensure Council services are capable of being delivered successfully without the need for potentially disruptive organisational reviews at a senior level.

## **4. Measures of success**

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- 4.1 The revised executive structure with a sharper focus on the strategy and delivery future shape of Council services will ensure our ambitions for the delivery of services can be better realised.

## **5. Financial impact**

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- 5.1 There are no significant financial impacts.

## **6. Risk, policy, compliance and governance impact**

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- 6.1 No issues.

## 7. Equalities impact

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- 7.1 The recommendations and future staffing arrangements as a result of the Council's Transformation Programme will adhere to the Equality Act 2010 public sector equality duty.

## 8. Sustainability impact

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- 8.1 The Transformation programme is being progressed in line with the public bodies duties described in the Climate Change Scotland Act (2009).

## 9. Consultation and engagement

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- 9.1 These proposals will be discussed with Executive Directors, Heads of Service and affected staff as well as Trade Unions following Council approval.

## 10. Background reading/external references

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- 10.1 Council Transformation Progress : Status Report (Thursday 25 June 2015).  
[http://www.edinburgh.gov.uk/meetings/meeting/3708/city\\_of\\_edinburgh\\_council](http://www.edinburgh.gov.uk/meetings/meeting/3708/city_of_edinburgh_council)

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### Links

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<b>Coalition pledges</b>	P30 - Continue to maintain a sound financial position including long-term financial planning.
<b>Council outcomes</b>	CO25 - The Council has efficient and effective services that deliver on objectives.
<b>Single Outcome Agreement</b>	SO1 - Edinburgh's economy delivers increased investment, jobs and opportunities for all. SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health. SO3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential. SO4 - Edinburgh's communities are safer and have improved physical and social fabric.



**Appendix 1**

