

The City of Edinburgh Council

10.00am, Thursday 3 May 2018

Chief Officer roles

Item number 8.1

Report number

Executive/routine

Wards

Council Commitments

Executive Summary

Council is requested to approve the following recommendations from the Chief Executive in his statutory capacity as the Head of Paid Service:

- the transfer of the reporting line for the post of Head of Safer and Stronger Communities and Chief Social Work Officer from the Chief Executive to the Executive Director of Communities and Families;
- the deletion of the vacant post of Head of Operational Support from the Chief Officer structure of the Communities and Families Directorate; and
- the appointment, on an interim basis, of the Head of Customer to the re-designated role of Head of Customer Service and Information Technology, to be reviewed in Autumn 2018.

Chief Officer roles

1. Recommendations

- 1.1 Council is requested to approve the following recommendations from the Chief Executive in his statutory capacity as the Head of Paid Service:
 - 1.1.1 the transfer of the reporting line for the post of Head of Safer and Stronger Communities and Chief Social Work Officer from the Chief Executive to the Executive Director of Communities and Families;
 - 1.1.2 the deletion of the vacant post of Head of Operational Support from the Chief Officer structure of the Communities and Families Directorate; and
 - 1.1.3 the appointment, on an interim basis, of the Head of Customer to the re-designated role of Head of Customer Service and Information Technology, to be reviewed in Autumn 2018.

2. Background

- 2.1 At its meeting on 10 December 2015, Council approved a Chief Officer/Chief Official executive management structure comprising, at Tier 1, a Chief Executive, Executive Director of Resources, Executive Director of Communities and Families, Executive Director of Place and Chief Officer of the Health and Social Care Partnership. The Tier 2 management structure contains a number of Head of Service roles reporting into the Tier 1 posts.
- 2.2 There are currently several Tier 2 posts vacant, or due to become vacant due to retirement or resignation. This paper proposes to realign some of the Tier 2 reporting arrangements and to delete one of the currently vacant posts.
- 2.3 A separate report on the Council agenda from the Executive Director of Communities and Families will recommend appointments to a number of vacant Tier 2 roles following a meeting of the Recruitment Committee.

3. Main report

Chief Executive's Service

- 3.1 The Chief Executive's Service includes three directly reporting Heads of Service at Tier 2: Head of Safer and Stronger Communities and Chief Social Work Officer, Head of Strategy and Insight and Head of Communications.
- 3.2 It is proposed that the post of Head of Safer and Stronger should move into the Communities and Families Directorate to better align the Council's services focussed upon people in one place. This transfer will create greater alignment between Homelessness, Family and Household Support and Criminal Justice with Children's Social Services, Looked After Children and Child Protection. This alignment will also enable a greater focus on issues of child poverty, troubled families and ensure a stronger approach to public protection issues.
- The statutory responsibility of Chief Social Work Officer will remain aligned with the Head of Safer and Stronger Communities post, once a new appointment has been made and in the performance of that remit, the postholder will still have direct professional access, through a 'dotted line' to the Chief Executive, just as occurs with other statutory officers at Tier 2.
- 3.4 Subject to approval, this proposal will reduce the Chief Executive's Service and Tier 2 direct reports to Strategy and Insight and Communications.

Communities and Families Directorate

- 3.5 The Directorate structure currently has 3 Heads of Service: Schools and Lifelong Learning, Children's Services and Operational Support.
- 3.6 After careful reflection upon the role of the Head of Operational Support it is recommended that this post should not now be filled and the duties and responsibilities can be performed effectively by a senior manager not at Chief Official level.
- 3.7 The proposed transfer of the Head of Safer and Stronger Communities/Chief Social Work Officer from the Chief Executive's Service will mean that the overall number of Heads of Service will remain unchanged as 3.

Resources Directorate

- 3.8 The Directorate currently includes 6 Heads of Service at Tier 2: Finance, Human Resources, Information and Communications Technology (ICT), Customer, Legal and Risk and Property and Facilities Management.
- 3.9 With the resignation of the current Head of ICT, it is proposed to trial the merger of Customer and ICT into a single function under the leadership of the current Head of Customer. This would result in the role of Head of Customer being re-designated as Head of Customer Service and Information Technology. The Head of ICT role will be held vacant during this trial period.
- 3.10 It is proposed that this arrangement be trialled until Autumn 2018, to determine if this is a workable solution. The basis for this being a trial is that there is a need to ensure sufficient balance needed between the significant improvement

programmes within the existing Customer function and the major contract management responsibilities led by ICT, with the Council's external ICT partner.

- 3.11 This proposal, if approved, would have the net impact of temporarily reducing the number of Heads of Service (Tier 2 roles) within Resources to 5.

4. Measures of success

- 4.1 The Council is supported by a well organised, efficient, and effective Chief Officer structure in which statutory roles and responsibilities are correctly discharged.

5. Financial impact

- 5.1 There are no financial implications arising from this report. Any potential savings generated from the deletion of a vacant Chief Officer role and holding one Chief Officer post vacant on an interim basis will be absorbed by changes to be made to the officer structures at an operational level, in accordance with the scheme of delegation.

6. Risk, policy, compliance and governance impact

- 6.1 The proposed changes to the Chief Officer structure of the Council are wholly compliant with relevant legislative provisions and good practice.

7. Equalities impact

- 7.1 There are no equality, diversity or rights impacts arising from these proposed changes,

8. Sustainability impact

- 8.1 There are no sustainability impacts arising from these proposed changes.

9. Consultation and engagement

- 9.1 Consultation and engagement on the contents of this report has taken place with the Executive Directors and the relevant Heads of Service.

10. Background reading/external references

10.1 [Executive Management Structure](#), report to Council, 10 December 2015.

Andrew Kerr

Chief Executive

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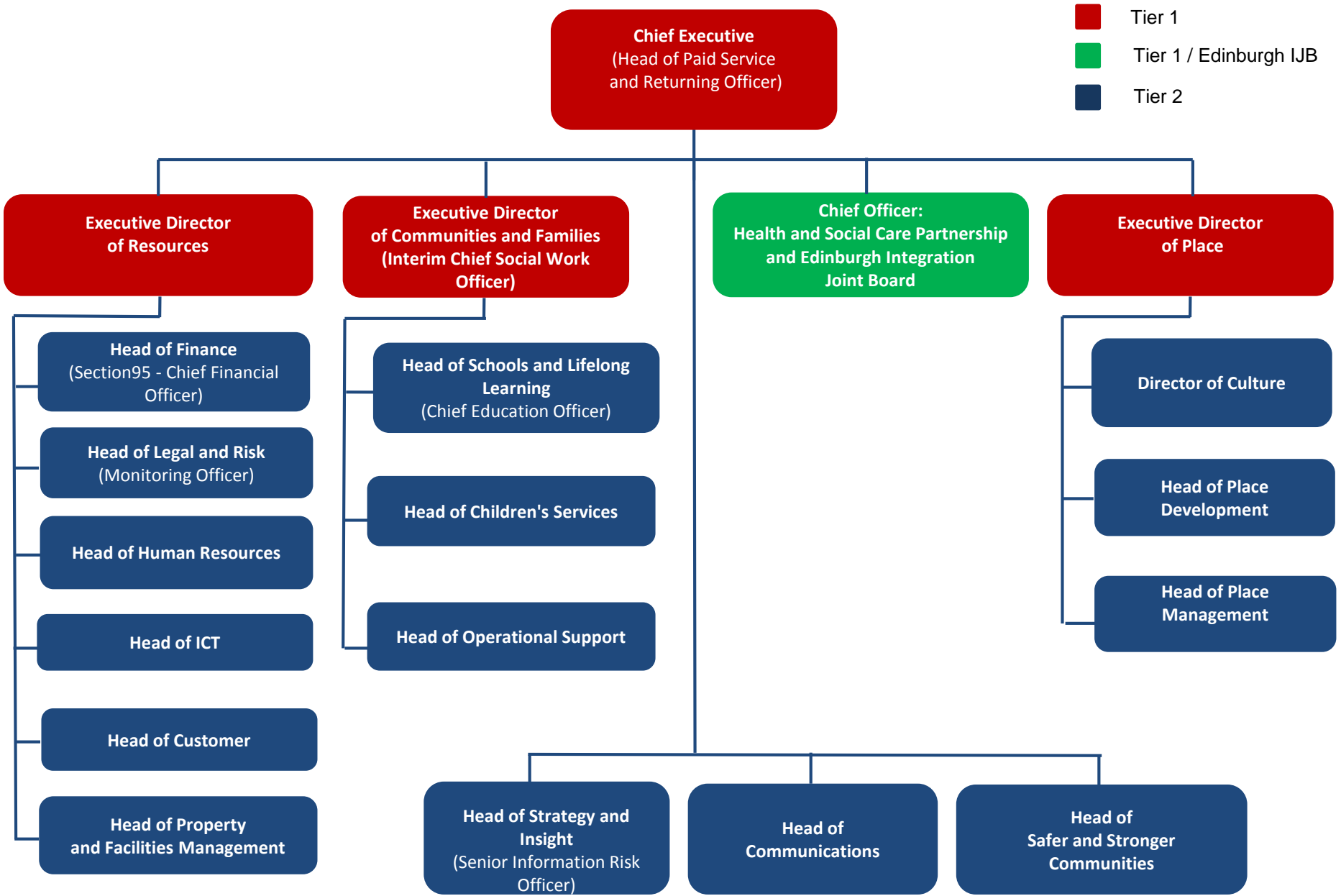
11. Appendices

11.1 Appendix 1 – Current Chief Officer Structure

11.2 Appendix 2 – Proposed Chief Officer Structure

Appendix 1

Current Chief Officer Management Structure



Appendix 2

Proposed Chief Officer Management Structure

