

Corporate Policy and Strategy Committee

10am, Tuesday 16 April 2013

Corporate Governance Senior Management Structure – Revised arrangements

Item number 7.4
Report number
Wards

Links

Coalition pledges
Council outcomes [CO25, CO26, CO27](#)
Single Outcome Agreement

Alastair D Maclean

Director of Corporate Governance

Contact: Alastair Maclean, Director of Corporate Governance

E-mail: alastair.maclean@edinburgh.gov.uk | Tel: 0131 529 4136

Executive summary

Corporate Governance Senior Management Structure – Revised arrangements

Summary

The Corporate Governance Senior Management structure has been reviewed following the resignation of the Head of Policy and Public Affairs and revised arrangements have been put in place.

Recommendations

It is recommended that the Corporate Policy and Strategy Committee:

1. approve the changes made to the Corporate Governance Senior Management structure; and
2. note the intention to review these arrangements in 6 months.

Measures of success

The simplification of reporting structures aims to deliver both service benefits and cost savings. The structure will be reviewed in September/October 2013 to determine if further improvements can be made.

Financial impact

Employee cost savings will be achieved by not filling the post of Head of Policy and Public Affairs.

Equalities impact

The proposals in this report will enable the Council to better meet the public sector equality duty under the Equality Act 2010.

Sustainability impact

There are no sustainability issues arising from this report.

Consultation and engagement

Consultation on the revised arrangements was undertaken with relevant stakeholders.

Background reading / external references

Policy and Strategy Committee, Tuesday 28 February 2012 Item No 10 - [Review of Corporate Governance Senior Management Structure](#)

Corporate Governance senior management structure – revised arrangements

1. Background

- 1.1 A new management structure for the Corporate Governance service was approved by the former Policy and Strategy Committee on 28 February 2012.
- 1.2 The approved structure included the post of Head of Policy and Public Affairs (PPA), which was appointed to in December 2012. The postholder has subsequently resigned with a leaving date of 5 April 2013.

2. Main report

- 2.1 The existing Corporate Governance Senior Management structure is set out in Appendix 1.
- 2.2 This structure has been revisited following the resignation of the Head of PPA. The post of Head of PPA will not be filled.
- 2.3 Reporting lines for the functions within Policy and Public Affairs have been realigned among the other heads of service in Corporate Governance. These changes simplify structures and aim to deliver both service benefits and cost savings.
- 2.4 An organisational chart showing the revised arrangements is provided at Appendix 2.
- 2.5 The changes to the reporting structure are:
 - Member Services realigns to Legal, Risk and Compliance, returning the service to where it was located prior to the creation of PPA;
 - Business Intelligence realigns to Organisational Development, with the former Economic Development team realigning back to the Economic Development service;
 - Corporate Policy and Strategy (including Equality and Rights, Carbon, Climate and Sustainability, Strategic Community Planning, Third Sector and the Co-operative Development Unit) realigns to Organisational Development, with the integration of these complimentary functions expected to deliver service benefits;
 - External Relations realigns to Economic Development, though will continue to operate strategically across the Council, and
 - the Web team within the Communications service realigns to the ICT Solutions team in Corporate and Transactional Services.

- 2.5 The remainder of the Corporate Communications team will sit as a stand alone function within the Corporate Governance structure. The Corporate Communications Manager post, currently being recruited to, will report directly to the Director of Corporate Governance.
- 2.6 These revised arrangements will be reviewed in 6 months to determine if further improvements can be made.

3. Recommendations

- 3.1 It is recommended that the Corporate Policy and Strategy Committee:
- 3.1.1 approve the changes made to the Corporate Governance Senior Management structure; and
 - 3.1.2 note the intention to review these arrangements in 6 months.

Alastair D Maclean

Director of Corporate Governance

Links

Coalition pledges

- Council outcomes**
- CO25** - The Council has efficient and effective services that deliver on objectives
 - CO26** - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives
 - CO27** - The Council supports, invests in and develops our people

Single Outcome Agreement

Appendices

- Appendix 1** – Existing Corporate Governance senior management structure
- Appendix 2** – Revised Corporate Governance senior management structure

**Alastair Maclean
Director
Corporate Governance**



Clare Scott
Investment and Pensions
Services Manager

clare.scott@
edinburgh.gov.uk
469 3865 (X43865)

- Investment management
- Pensions and accounting
- Customer and quality control



Phillip Barr
Head of Organisational
Development

phillip.barr@
edinburgh.gov.uk
469 3963 (X43963)

- Responsible for HR
- Employee relations
- Organisational development
- Change management
- Equalities



Danny Gallacher
Head of Corporate and
Transactional Services

danny.gallacher@
edinburgh.gov.uk
469 5006 (X45006)

- Responsible for
- Transactional services such as
- Revenues and Benefits
- HR Payroll service centre
- Contact centre
- e-Government
- Financial systems
- Print services



Lynne Halfpenny
Head of Culture and
Sport

lynne.halfpenny@
edinburgh.gov.uk
529 3657 (X53657)

- Museums, culture and art
- Sports
- Festivals
- Events
- Public Safety



Tom Little
Head of Policy
and Public Affairs

tom.little@
edinburgh.gov.uk
469 3846 (X43846)

- Communications
- Business Intelligence
- Civic and members services
- External relations
- Sustainability



Carol Campbell
Head of Legal, Risk
and Compliance

carol.campbell@
edinburgh.gov.uk
529 4822 (X54822)

- Legal
- Audit and risk
- Committee services
- Elections
- Information, compliance
- Resilience



Hugh Dunn
Head of Finance

hugh.dunn@
edinburgh.gov.uk
469 3150 (X43150)

- Financial accounting
- Management accounting
- Treasury and Banking
- Insurance, Council companies and trusts
- Procurement



Karen Kelly
Head of Corporate
Programme Office

karen.kelly@
edinburgh.gov.uk
469 3184 (X43184)

- Initiation and management of major projects
- Service re-design
- Corporate improvement
- IT strategy
- Culture shift

**Alastair Maclean
Director
Corporate Governance**



• Communications
Manager
(Grade 12)



Clare Scott
Investment and Pensions
Services Manager

clare.scott@
edinburgh.gov.uk
469 3865 (X43865)

Responsible for

- Investment management
- Pensions and accounting
- Customer and quality



Phillip Barr
Head of Organisational
Development

phillip.barr@
edinburgh.gov.uk
469 3963 (X43963)

Responsible for HR

- Employee relations
- Organisational development
- Change management
- **Business Intelligence**
- **Corporate Policy and Strategy Development (Equalities, Sustainability, Third Sector, Co-operative Development Unit and Community Planning)**



Danny Gallacher
Head of Corporate and
Transactional Services

danny.gallacher@
edinburgh.gov.uk
469 5006 (X45006)

Responsible for

- Transactional services such as
- Revenues and Benefits
- HR Payroll service centre
- Contact centre
- e-Government
- Financial systems
- Print services
- **Web team**



Lynne Halfpenny
Head of Culture and
Sport

lynne.halfpenny@
edinburgh.gov.uk
529 3657 (X53657)

Responsible for

- Museums, culture and art
- Sports
- Festivals
- Events
- Public Safety



Carol Campbell
Head of Legal, Risk
and Compliance

carol.campbell@
edinburgh.gov.uk
529 4822 (X54822)

Responsible for

- Legal
- Audit and risk
- Governance
- Committee services
- Elections
- Information, compliance
- Resilience Unit
- **Members services**



Hugh Dunn
Head of Finance

hugh.dunn@
edinburgh.gov.uk
469 3150 (X43150)

Responsible for

- Financial accounting
- Management accounting
- Treasury and Banking
- Insurance, Council companies and trusts
- Procurement



Karen Kelly
Head of Corporate
Programme Office

karen.kelly@
edinburgh.gov.uk
469 3184 (X43184)

Responsible for

- Initiation and management of major projects
- Service re-design
- Corporate improvement
- IT strategy
- Culture shift