

Corporate Policy and Strategy Committee

10.00am, Tuesday, 8 November 2016

Place Directorate – Proposed Changes to Chief Officer Structure

Item number	7.1
Report number	
Executive/routine	
Wards	All

Executive Summary

The current Place Directorate structure was largely inherited from the previous Services for Communities.

The Executive Director currently also has management responsibility for the City Strategy and Economy Directorate, which includes the Culture service.

A new structure is required to deliver improved service delivery, better value and a more integrated approach, including across all development functions.

In recognition of and in response to internal and external drivers and challenges, a revised Senior Management Team structure has been developed for approval.

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Place Directorate – Proposed Changes to Chief Officer Structure

1. Recommendations

- 1.1 To approve the proposed changes to the Chief Officer structure in the Place Directorate.

2. Background

- 2.1 The Council approved the new Executive Structure for the Council at its meeting on 25 June 2015.
- 2.2 The current Place Directorate structure was largely inherited from the previous Services for Communities Directorate.

3. Main report

- 3.1 The current Chief Officer structure is set out in Appendix 1. It shows the two positions of Executive Director of Place and Executive Director of City Strategy and Economy.
- 3.2 The Executive Director of City Strategy and Economy position has been vacant since late 2015 and the Executive Director of Place has managed these areas since that date.
- 3.3 The integration of these functions has worked well and the services have benefitted from the many synergies between them. Many staff and stakeholders have also commented positively on this more integrated approach.
- 3.4 With the departure of three Heads of Service in Place Directorate, the opportunity exists to create a new, permanent, integrated structure for a single Directorate. A new structure needs to be driven by the twin drivers of:
 - Efficiency – ensuring any structure costs no more than current arrangements; and
 - Effectiveness – delivering service improvement through clear, integrated and accountable leadership.

- 3.5 The current structure is not designed to deliver this new, integrated approach and therefore, a new senior management structure is proposed, with the following new posts to be established:
- Head of Place Development; and
 - Head of Place Management.
- 3.6 The Director of Culture position will be unaffected by these proposals.
- 3.7 Specifically, this new structure will:
- Bring all aspects of city-wide development together into one team, with aligned strategic focus, delivering strong leadership, greater efficiencies and effectiveness thereby enabling a single point of contact for external stakeholders and customers;
 - Bring together management of city-wide transactional and operational services under one Head of Service, enabling greater focus on delivering high volume services for all of our citizens and customers; and
 - Allow for further consideration and better alignment between city wide and locality delivered services.
- 3.8 Once the new appointments have been made, there will be a requirement for some further consideration of functions and structures, particularly relating to the division of responsibilities between the Council and some of our ALEOs and partners. These will be reported to Members in early 2017.
- 3.9 In addition, the designation of Chief Planning Officer will be created to ensure independent officer leadership of the Planning function. The recruitment to this role will be from existing senior planning post holders. This post will report directly to the Executive Director as and when required.
- 3.10 Three current roles in the Place Senior Management Team will be deleted – Head of Environment, Head of Housing and Regulatory Services and Head of Planning and Transport. If approved, the exit date for the three employees impacted would be 31 January 2017. The post of Executive Director of City Strategy and Economy is currently vacant and would be deleted. A new Chief Officer structure is attached in Appendix 2.
- 3.11 After tendering the Council recently appointed a supplier to support Chief Officer recruitment, and it is anticipated that the recruitment for these new posts would form part of the recruitment activity, with all roles being advertised both internally and externally.
- 3.12 There will be minimal disruption to the wider teams within the Place and City Strategy and Economy Directorates, as the intention is to ‘lift and move’ teams under the appropriate newly created Head of Service roles in their current formations. There are some exceptions, and in these cases appropriate staff consultation will be undertaken as required. The provisional functional responsibilities for each Head of Service are contained in Appendix 3.

4. Measures of success

- 4.1 Improved customer and citizen satisfaction.
- 4.2 Strong appointments to the newly created roles.

5. Financial impact

- 5.1 The financial aspects of this proposal will be detailed in a separate report to Finance and Resources Committee. The proposals will be delivered within existing budgets.

6. Risk, policy, compliance and governance impact

- 6.1 There are no risk, policy, compliance or governance impacts arising from this report.
- 6.2 Once approved, the Executive Director of Place will ensure all risk, policy compliance and governance activities for the service areas are revised accordingly.

7. Equalities impact

- 7.1 There are no equalities impacts arising from this report.
- 7.2 All recruitment will be undertaken in accordance with the Council's Recruitment and Selection Procedure.

8. Sustainability impact

- 8.1 There are no sustainability impacts arising from this report.
- 8.2 The new structure will include the sustainability activities currently located within the Place Directorate.

9. Consultation and engagement

- 9.1 If approved, we will seek trade union agreement on the proposal. A full communication plan will be developed ensuring all stakeholders, including colleagues, are fully involved at the appropriate time.

10. Background reading/external references

- 10.1 [Council Transformation Programme – Status Report. 25 June 2015](#)

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11. Links

Coalition Pledges

Council Priorities

**Single Outcome
Agreement**

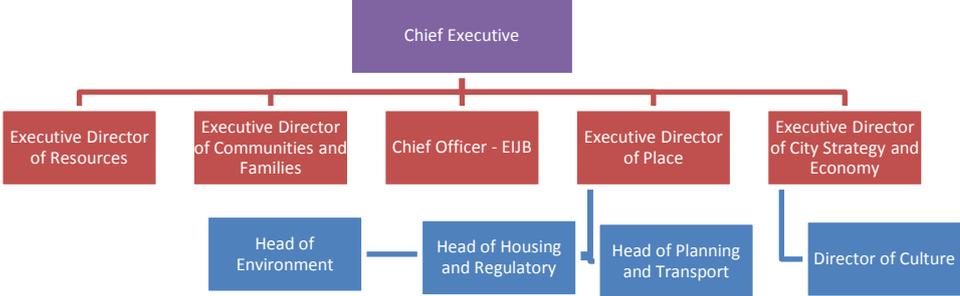
Appendices

Appendix 1- Current Directorate Structure

Appendix 2 – Proposed Directorate Structure

Appendix 3 – Place Directorate Proposed Functional
Responsibilities

Appendix 1 – Current Chief Officer Structure



Appendix 2 – Proposed Chief Officer Structure



Appendix 3 – Place Directorate Proposed Functional Responsibilities

