

To: POLICY AND RESOURCES COMMITTEE	Subject: CHIEF EXECUTIVE'S OFFICE – STRUCTURE REVIEW
From: CHIEF EXECUTIVE	
Date: 20 August 2008	Ref: GW/RE/KR/AF

## 1. Introduction

- 1.1 Reference is made to the review of the organisation's structure which was undertaken to support the Service and People First strategy as reported to the Policy and Resources Committee on 14 November 2006. As indicated in the report, the Service and People First strategy demanded a full review of structural and operational arrangements to ensure that they represented value for money and focused on improved service delivery both in support and front line services.
- 1.2 In my report to the Policy and Resources Committee of 13 March 2007 I proposed revised interim management arrangements for the Chief Executive's Office following the appointment of the new Executive Director of Housing and Social Work. This would be subject to review with a permanent solution being put in place in October 2008.
- 1.3 The first and second phases of the Chief Executive's Office restructure in support of the overall strategy was reported to committee in August 2007 and March 2008 respectively with a recommendation that further reports would be brought forward to progress the restructure at a future date.
- 1.4 The proposals in this report represent the next phase of the restructure and build on existing arrangements to provide a more responsive, accountable and empowered service. This report makes recommendations which include:
  - the formalisation of the interim management arrangements put in place in March 2007
  - the integration of graphics and marketing functions into Corporate Communications including a reconfigured management structure to support the extended remit. The new section being renamed Communications and Marketing.
  - the consolidation of the Policy & Performance, Information & Research and the Service Improvement functions into two operating units
  - the final phase of the consolidation of Regeneration Services principally addressing anomalies in the current structure
  - minor structural changes within the support functions of the Chief Executive's Office, and
  - securing an additional annual cost saving of almost £96,000 as well as consolidating the saving previously identified of £110,000 as a consequence of not filling the post of Assistant Chief Executive (Community Regeneration).

- 1.5 As part of the national Shared Services strategy the Council is currently progressing a comprehensive review of service management and delivery using the Local Government Improvement Service Diagnostic System. It is envisaged that this review will be complete by early next year and its findings will inform the identification of further opportunities to develop structures consistent with the objectives of "Service and People First". Meantime the proposals set out in this report represent the positive steps which can be taken now to progress this ambitious change plan without pre-empting the findings from the diagnostic exercise.

## 2. **Restructure Proposals**

A copy of the existing organisation chart is at Appendix 1 whilst Appendix 2 sets out the proposed revised organisational structures which are now explained in more detail.

### 2.1 *Senior Management Arrangements*

- 2.1.1 It is proposed that the interim arrangements outlined in the committee report of 13 March 2007 are formalised with the Head of Regeneration Services reporting to the Assistant Chief Executive with no change to existing grades. The remit for Emergencies Planning will also be retained by the Assistant Chief Executive. Revised job descriptions have been drafted to reflect these changes.
- 2.1.2 The Community Regeneration Manager and Policy and Economic Development Manager currently receive acting up allowances as a consequence of the interim arrangements in place. The additional responsibilities will be consolidated into the job descriptions with the posts subject to re-evaluation and graded accordingly.

### 2.2 *Corporate Communications*

- 2.2.1 In recognition of the greater demands placed on media relationships in the current environment and the enhanced role of corporate communications within the Chief Executive's Office to support the implementation of Service and People First, consideration was given to the most appropriate senior management configuration to drive forward an enhanced communications function to both internal and external audiences as well as creating synergies between the communications and marketing functions which will be brought together in the new structure. In particular the following two options were considered

Option A - Creation of a post of Head of Service titled Head of Corporate Communications and Marketing and graded at JNC 34/37 in line with the existing base rate for Chief Officers in the Council - £71,658 plus £4,779 (max) Performance Related Pay.

Option B - Creation of a post of Communications and Marketing Executive graded NLC17 (£48,417 - £54,240).

It should be noted that the annual salary detailed for each of the above options is based on the 2007/2008 rates.

Option B is considered to be consistent with the existing and proposed structures and in keeping with the direction of Service and People First and therefore is reflected in the remainder of this report. However if the Committee is minded to pursue an approach which has been adopted by other large Councils in Scotland this post would be at Head of Service level. Option A would still deliver an overall but reduced saving of £73,000 taking into account all of the other changes recommended in this report.

- 2.2.2 As a consequence of the new post being created it is proposed that the existing post of Corporate Communications Manager is made redundant and the vacant post of Senior Corporate Communications Officer is deleted from the establishment and a new post of Media and Public Affairs Manager NLC14 (£34,284 - £41,145) created. Since the Senior Corporate Communications Officer post became vacant and pending the outcome of this review a Clerical Assistant within the unit has been undertaking the temporary role of Communications Assistant to bolster existing capacity. It is proposed that this approach continues until such times as the Communication and Marketing Executive has been appointed and reviewed the current structures.
- 2.2.3 As a consequence of the job evaluation process the posts of Senior Corporate Communications Officer and Corporate Communications Officer have both been graded at NLC10. It is proposed that the job descriptions be harmonised with a redesignation to Media and Communication Officer. Job descriptions will be amended accordingly.
- 2.2.4 The first phase of the reconfiguration of the corporate communications function into a fully integrated service was completed in April 2007 with the graphic design function amalgamated at Stepps under the direction of the Creative Services Manager. This amalgamation brought together graphic designers from the Chief Executive's Office, Planning and Environment, Education and Community Services. It is now proposed that the third phase of the reconfiguration will bring the marketing and promotions (non-venue) functions of Creative Services into the Chief Executive's structure within Communications and Marketing.

These elements comprise:

Marketing and Promotions Manager	NLC14	£34,284 - £41,145
Promotions Manager (Events and Business)	NLC12	£29,232 - £35,904
Promotions Manager	NLC11	£27,165 - £33,474
Marketing Manager	NLC11	£27,165 - £33,474
Graphic Designer (9)	NLC 7	£17,820 - £21,189
Media Liaison Officer	NLC 7	£17,820 - £21,189
Clerical Assistant	NLC2	£11,589 - £14,241

- 2.2.5 Following the refurbishment of the 1<sup>st</sup> floor of the Civic Centre which is due to commence in March 2009 it is intended that at that time the staff noted in 2.2.3 will be relocated to Civic Centre, Motherwell.
- 2.2.6 The existing post of Marketing Manager NLC11 (£27,165-£33,474) will be redesignated Marketing Officer with the current post of Marketing Officer NLC12 (£29,232-£35,904) redesignated Senior Marketing Officer for the purpose of clarity of roles. The post holders will be issued with an amended job description to reflect these changes.
- 2.2.7 It is proposed that two posts of Senior Graphics Designer NLC10 (£25,651 - £31,821) be established to enable effective studio management of the design resource in support of the Promotions Manager (Events and Business). These appointments would be ring fenced to the current graphic designer staff with no change to the current establishment of 9.
- 2.2.8 Following an extensive review of the post of Graphic Designer NLC7 (£17,820 - £21,189) following on from the job evaluation process, the post has been re-graded NLC8 (£20,535 - £24,942) It should be noted that this re-evaluation does not reinstate the pre-evaluation grade of NLC10 enjoyed by the incumbents and that all costs associated with the grades now proposed are contained within the current budget for Graphic Design staff.

2.2.9 It is proposed that the post of Media Liaison Officer, currently vacant, is deleted from the structure.

2.2.10 A job description for the proposed post of Communications and Marketing Executive is at Appendix 3 to this report. Given the role of this post involving extensive member contact including senior members in both political groups, it is thought appropriate to have member input to the appointment process. It is intended that this be done by inviting three representatives of the Policy and Resources Committee to participate as part of the appointment panel taking account of the particular role of this post.

2.2.11 It is proposed that on the appointment of the Communications and Marketing Executive a more extensive review of the structure of Communications and Marketing would take place with a further report presented to committee for its consideration.

### 2.3 *Policy, Performance and Information & Research*

2.3.1 Following the transfer of a Service Improvement Team into the Chief Executive's Office, a natural extension of this is to review the current interdependencies and create a structure that best reflects the skill sets by bringing together the disciplines of Policy & Performance, Information & Research and Service Improvement. To facilitate this and in light of the experience of producing the corporate and community plans 2008 – 2012, it is proposed to place the responsibility for strategic planning with Regeneration Services within the current remit of the Community Planning and Partnership Team Leader (Corporate).

2.3.2 As a consequence of 2.3.1 it is proposed to delete the post of Corporate Policy and Performance Manager with the residual functions mainly being allocated between the Information and Research Manager and the Service Improvement Manager. The posts of Senior Policy Planning Officer and Policy Planning Officer will report to the Information and Research Manager with the posts redesignated Senior Corporate Development Officer and Corporate Development Officer respectively. The main focus of both these positions will be to support the implementation of Service and People First and ensure this is effectively co-ordinated and communicated as recommended in the Audit Scotland Best Value report. Job descriptions will be updated to take account of this role and this will involve no change to existing grades. The Service Improvement Manager will take the lead role in performance management and service improvement across the Council consistent with our duties under Best Value. The job description for the post will be updated with no change to grade. The incumbent (Corporate Policy and Performance Manager) has expressed an interest in early retirement and as such this post will be subject of a report to the early retirement sub-committee.

### 2.4 *Project Management Education 2010/Schools & Centres 21*

2.4.1 The procurement phase of Education 2010 PPP has been managed by the Chief Executive's Office from inception to date. It is expected that work on this project will be substantially complete by December 2008 when the team will be disbanded. To ensure that there is a successful transition from completing Education 2010 to establishing the new Schools and Centres 21 programme it is proposed that the Project Manager is seconded to lead the Schools and Centres 21 programme with this position being reviewed further at the end of 2009. The grade for the Project Manager's post NLC15 is the same under both projects and in line with the postholder's substantive position within the Chief Executive's office. The post of Project Administrator NLC5 will be redeployed to the administration post in the Schools & Centres 21 team at the current grade of NLC5.

## 2.5 *Emergencies Planning*

- 2.5.1 In line with recent changes as a consequence of the Civil Contingencies Act (2004) it is proposed that Emergencies Planning Unit be renamed Contingencies Planning Unit to comply more fully with the terminology contained within the Civil Contingencies Act and "Preparing Scotland".

## 2.6 *Regeneration Services*

- 2.6.1 Further to the approval of a new Regeneration services structure in March 2008, it was agreed that a further report may be required which would seek to delete any substantive posts in the structure no longer required and to tidy up any anomalies that occurred as the structure was implemented.
- 2.6.2 All staff have now being placed in the new structure including a number of appointments of new and existing staff to new posts. The service has reviewed the backfilling of vacant posts and identified where additional savings can be made.
- 2.6.3 Therefore it is proposed that the post of Regeneration Strategy Co-ordinator NLC13 (£32,640 - £39,357) is deleted. This post is currently vacant as the previous post holder was appointed to a promoted post within the new structure. Most of the policy workload associated with this post will be absorbed by the Corporate Policy team.
- 2.6.4 There is 1 Research Officer post NLC 8 (£20,535 - £24,942) and Regeneration Strategy Officer currently graded at NLC 13 (£32,640 - £39,357) which previously reported to the Regeneration Strategy Co-ordinator. In line with the changes in the policy responsibilities it is proposed to delete the post of Regeneration Strategy Officer NLC 13 (£32,640 - £39,357) and create an Economic Development Officer (Strategy) NLC 12 (£29,232 - £35,904) post. It is proposed that the Research Officer and Economic Development Officer report to the Employability Services Team Leader and this change be reflected in changes to job descriptions and structure charts.
- 2.6.5 Within the Economic Development Service there is also a requirement for a part-time permanent Economic Development Officer NLC12 (£29,232 - £35,904) post. The post is responsible for the development of childcare provision linked to the employability agenda and is currently being filled through contract extensions to a temporary post that was due to end originally on 31 March 2008.
- 2.6.6 It was agreed in the March 2008 committee report that all new posts in the structure were made permanent in line with new funding arrangements in place. This post should have been detailed in the narrative of the report presented to the committee at that time and although included in all of the calculations it was inadvertently omitted from the list of new posts. There are no additional cost to the service beyond what was quoted in the March 2008 report
- 2.6.7 In order to address two historical anomalies in combining the existing structures the following changes are required:-

It is proposed to delete the post of Clerical Assistant NLC 2 (£11,589 - £14,241) and create an additional post of Clerical Assistant NLC 3 (£12,366-£15,477) to ensure equality of grade and responsibilities in all offices. This will address the clerical support within the Service.

It is proposed to delete the post of Finance Officer NLC 6 (£16,185 - £18,783) and create an additional Regeneration Support Officer NLC 7 (£17,820 - £21,189) located within the Finance Team. This post aligns with the higher level duties now being undertaken by Regeneration Support Officers within the Finance team and across the wider Regeneration Services.

### **3. Corporate Considerations**

- 3.1 The proposals set out in this report will generate a net saving of £96,000 for the Service in addition to consolidating the saving of £110,000 previously identified in not filling the vacant post of Assistant Chief Executive (Community Regeneration). For the purposes of comparison, the maximum spinal points have been used for both the previous and proposed grades in delivering the overall financial position. This is outlined in Appendix 4. As a consequence of deleting 2 posts which are currently filled, one-off costs estimated at £170,000 will be involved and will require to be financed within the current year's budget. Both cases will be the subject of full reports to the Early Retirement Sub-Committee.
- 3.2 It is anticipated that the proposals in this report will reduce the number of 'red circles' by 2.
- 3.3 The proposals contained within the report have been the subject of consultation with the Director of Finance and Customer Services, the Head of Human Resources and the appropriate Trade Union representatives in advance of submission to Committee.

### **4. Recommendations**

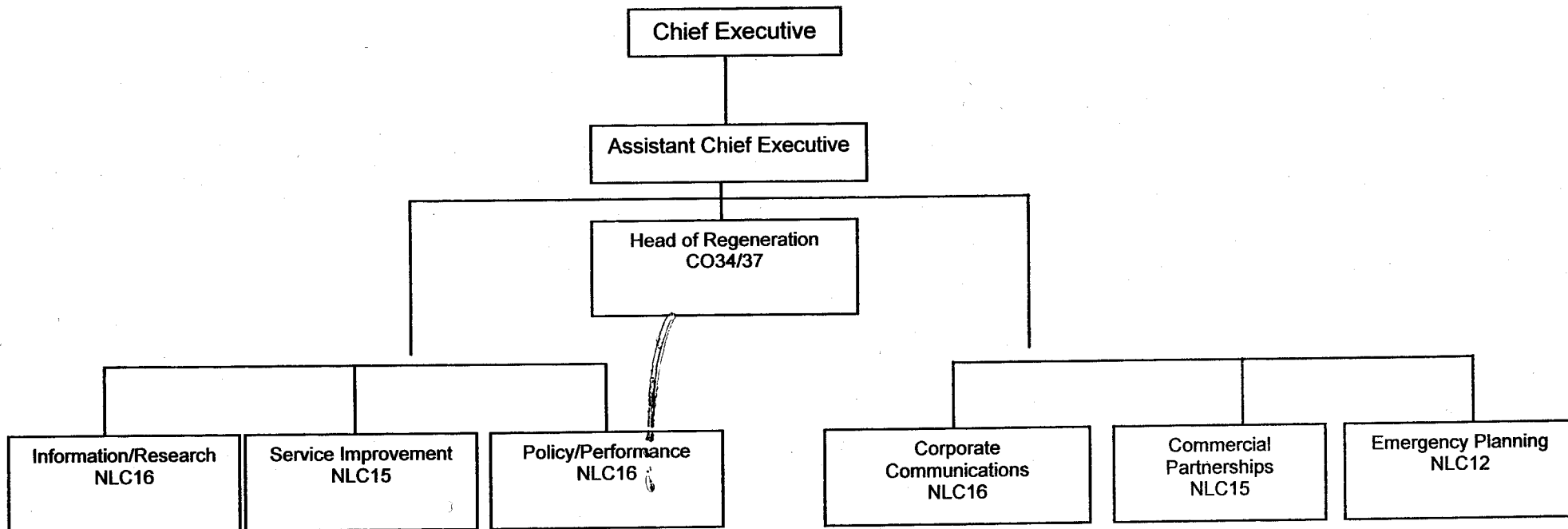
It is recommended that Committee:

- (i) approve the structural changes and re-designation of posts outlined in this report;
- (ii) receive a further report on structure proposals for Communications and Marketing at a future date
- (iii) refer this report to Policy and Resources (Human Resources) Sub-Committee for consideration.

*S. Whitford*

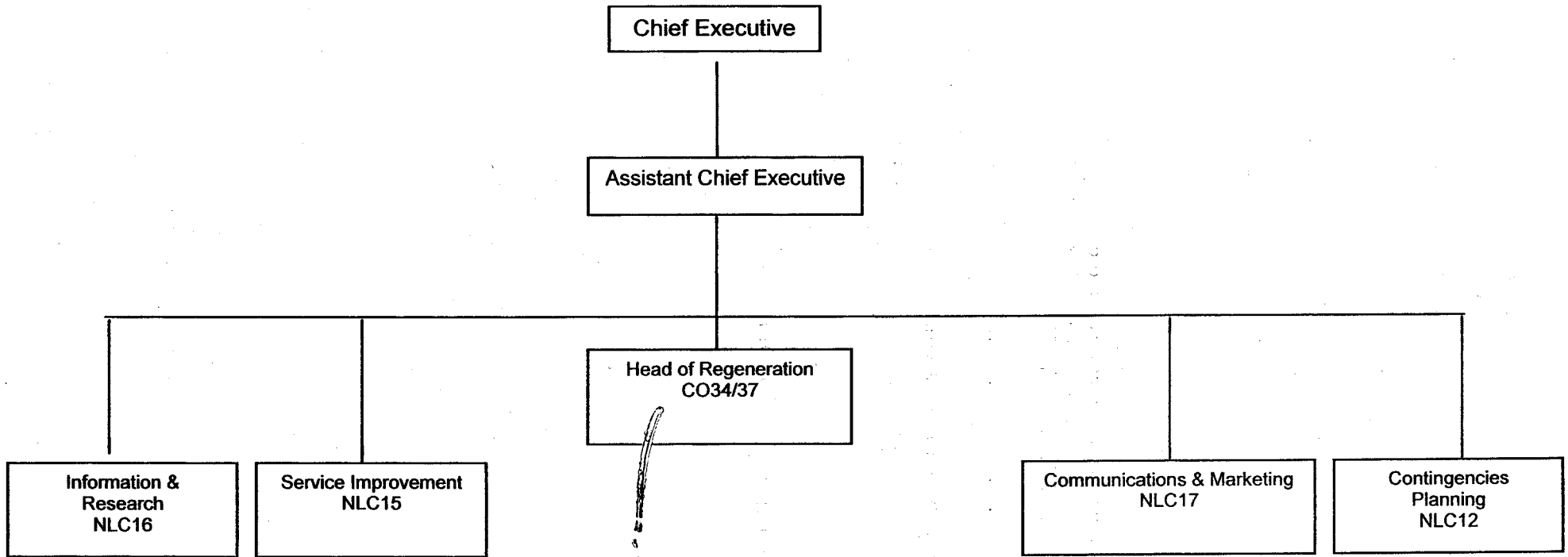
**Chief Executive**

# STRUCTURE SUMMARY - CURRENT



10/12/11

## STRUCTURE SUMMARY - PROPOSED



NB. Commercial Partnerships - Project Manager seconded to Schools and Centres 21



**North Lanarkshire Council****Job Description - Draft**

<b>Department:</b>	Chief Executive's
<b>Division:</b>	Communications and Marketing
<b>Job Title:</b>	Communications and Marketing Executive
<b>Post Reference:</b>	NLC/CE/
<b>Responsible to:</b>	Assistant Chief Executive
<b>Grade:</b>	NLC17
<b>Conditions of Service:</b>	SJC

**Job Outline:**

The Communications and Marketing Executive is responsible to the Assistant Chief Executive for the efficient management of the Communications and Marketing Section and the development of effective communications, marketing and media strategies for the council.

Initially it is intended that the postholder will undertake a full review of the service in order to establish a structure which best delivers these functions and achieves an efficient and effective service which secures Best Value for the Council.

**Main Duties and Responsibilities:**

The Communications and Marketing Executive is responsible for:

1. The development and implementation of external and internal communication strategies.
2. Leading all of the council's corporate communications and marketing activities including the management of corporate events, media relations, communications and corporate publications.
3. Leading the development and implementation of the council's media relations strategy, maximising opportunities to raise the profile of the council with national, regional and local media outlets and maintaining favourable relations with all media.
4. The development and management of the council's corporate brand and identity, ensuring that advice on the use of corporate identity is provided to employees regularly and consistently.
5. The overall management of the press office to maximise press and media coverage, ensuring the council responds reactively to press enquiries, including the operation of a 24 hour enquiry service, as well as promoting the council and its activities proactively, to help ensure that the council is positioned in a positive way.
6. The management and development of the council's corporate publications, to ensure that there is a range of materials targeted at different audience sectors which is regularly refreshed and updated.
7. The organisation of corporate events, conferences and exhibitions maximising the opportunities to promote the council and its activities to a range of audiences.
8. Leading and directing corporate communications to ensure a two-way flow of information between staff, directorates and corporate management team and promote communications input to internal programmes.
9. Leading and managing development of the council's electronic communications activities

10. Working with the chief executive and corporate management team in support of the council's strategies and providing input to key decision making processes in order to promote and enhance through effective communication the services and policies of the council.
11. The provision of a media, marketing and design advice to Services.
12. Advising the Chief Executive, Assistant Chief Executive, other Council Officers and Elected Members on media related matters by developing and maintaining effective working arrangements.
13. The effective management of the budget of the division.
14. Ensuring that all arrangements for the purchase of goods and services or the placing of Contracts are undertaken in line with the Council's Financial Regulations and Contract Standing Orders.
15. Undertaking such duties and responsibilities as may be required in terms of the Health and Safety at Work Act 1974.
16. Undertaking such duties as may be required by the Assistant Chief Executive.

**This post is politically restricted, in compliance with the Local Governance (Scotland) Act 2004**

This job outline is intended to indicate the broad range of responsibility and requirements of the post. It is neither exhaustive nor exclusive but, whilst some variation and additional duties can be expected, the outline is considered to provide a reasonable general description of the post.

APPENDIX 4

Post	Current			Proposal			Changes		
	No FTE	Grade	Salary	No FTE	Grade	Salary	Status	Salary Movement £+ / -	
Communications and Marketing Executive				1	NLC 17	£54,240	New Post	+£54,240	
Corporate Communications Manager	1	NLC16	£49,566				Deletion of Post	-£49,566	
Media and Public Affairs Manager				1	NLC14	£41,145	New Post	+£41,145	
Senior Corporate Communications Officer	1	NLC10	£31,821				Deletion of Post	-£31,821	
Media Liaison Officer	1	NLC7	£21,189				Deletion of Post	- £21,189	
Corporate Policy and Performance Manager	1	NLC16	£49,566				Deletion of Post	-£49,566	
Regeneration Policy Coordinator	1	NLC 13	£39,357				Deletion of Post	-£39,357	
Research Officer	1	NLC 8		1	NLC8		Transfer to New Team	No Cost	
Regeneration Strategy Officer	1	NLC 13	£39,357				Deleted Post	-£39,357	
Economic Development Officer (Strategy)	1			1	NLC 12	£35,904	New Post	+£35,904	
Economic Development Officer (Part time)				.5	NLC 12	£17,952	New Post	+£17,952	
Clerical Assistant	1	NLC 2	£14,241				Deleted Post	-£14,241	
Admin Assistant – Finance	1	NLC 6	£18,783				Deleted Post	-£18,783	
Clerical Assistant				1	NLC 3	£15,477	New Post	+£15,477	
Regeneration Support Officer				1	NLC 7	£21,189	New Post	+£21,189	
								Savings	£ 77,973
								On costs @ 23 %	£17,934
								<b>Total Savings</b>	<b>£ 95,907</b>

SCP (3 to 33) as at 01/04/2007	11211	11589	11985	12366	12750	13134	13581	14241	14601	14940	15201	15477	15828	16185	16494	16932	17352	17820	18318	18783	19311	19926	20535	21189	21861	22560	23436	24201	24942	25671	26424																													
SCP (3 to 33) as at 01/04/2006	10938	11307	11694	12063	12438	12813	13251	13893	14244	14577	14829	15099	15441	15789	16092	16518	16929	17385	17871	18324	18840	19440	20034	20673	21327	22011	22863	23610	24333	25044	25779																													
SPINAL COLUMN POINT	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33																													
NLC 1 (SCP 3-6)	1																																																											
NLC 2 (SCP 4-10)	2																																																											
NLC 3 (SCP 6-14)	3																																																											
NLC 4 (SCP 11-17)	4																																																											
NLC 5 (SCP 13-19)	5																																																											
NLC 6 (SCP 16-22)	6																																																											
NLC 7 (SCP 20-26)	7																																																											
NLC 8 (SCP 25-31)	8																																																											
NLC 9 (SCP 27-33)	9																																																											
SCP (32 to 66) as at 01/04/2007	25671	26424	27165	27714	28422	29232	30084	31035	31821	32640	33474	34284	35118	35904	36735	37557	38478	39357	40233	41145	42129	43074	44070	45117	46170	47262	48417	49566	50712	51858	53010	54240	55503	56841	58206																									
SCP (32 to 66) as at 01/04/2006	25044	25779	26502	27039	27729	28518	29349	30279	31044	31845	32658	33447	34260	35028	35838	36642	37539	38397	39252	40140	41100	42024	42996	44016	45045	46110	47235	48357	49476	50592	51717	52917	54150	55455	56787																									
SPINAL COLUMN POINT	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66																									
NLC 10 (SCP 32-40)	10																																																											
NLC 11 (SCP 34-42)	11																																																											
NLC 12 (SCP 37-45)	12																																																											
NLC 13 (SCP 41-49)	13																																																											
NLC 14 (SCP 43-51)	14																																																											
NLC 15 (SCP 50-55)	15																																																											
NLC 16 (SCP 54-59)	16																																																											
NLC 17 (SCP 58-63)	17																																																											
NLC 18 (SCP 61-66)	18																																																											