

AGENDA ITEM 5

CENTRAL SCOTLAND VALUATION JOINT BOARD

Subject: Management Team Restructure
Meeting: Central Scotland Valuation Joint Board
Date: 20th March 2015
Author: Pete Wildman, Assessor & Electoral Registration Officer

1.0 INTRODUCTION

- 1.1 I am proposing to review the current structure of the Management Team. The purpose of this review is to ensure that the most efficient structure is in place. This is critical to effectively delivering the changes to the service required to meet the fiscal constraints of the coming years.
- 1.2 The current structure is hierarchical in nature and lacks clear distinction between roles. There is also an overlap between operational and strategic management. Further the Depute Assessor is also not a depute ERO. This means that the person in charge of the organisation in the Assessor's absence cannot fully control all aspects of the organisation's services.
- 1.3 The revised structure flattens the management structure, gives clear definition to the roles of the team members and allows the Assessor and Assistant Assessor to focus on delivering the required changes to the organisation that are necessary to meet the fiscal challenges it faces.
- 1.4 The restructure of the management team is phase 1 of a restructure of the whole organisation to ensure that it is as efficient and fit for purpose as possible.

2.0 BACKGROUND

- 2.1 The current management structure was approved by the Board at the meeting on 10 September 2010. The Management Team currently comprises, Assessor/ERO, Depute Assessor, Assistant Assessor and Principal Administration Officer/Depute ERO. There is also a Divisional Valuer who is a statutory depute Assessor and reports the

Assistant Assessor. The Divisional Valuer is not part of the Management Team.

- 2.2 Prior to the restructure in 2010 the Management Team had comprised Assessor/ERO, two Depute Assessors, two Assistant Assessors and Principal Administration Officer/Depute ERO. Below Management Team level there were also two Divisional Valuers, both each of whom were statutory depute Assessors and each reported to an Assistant Assessor.
- 2.3 The last restructure slimmed down the management of the organisation but has resulted in an unnecessarily hierarchical structure.
- 2.4 The Assessor and his senior staff are members of the Scottish Assessors Association (SAA). The Association's aims are to exchange ideas regarding the Assessor's and ERO's statutory duties and to promote consistency in the operation of Valuation, Council Tax and Electoral Registration legislation. In practice the Association brings many benefits of shared working e.g. one member is responsible for producing a Practice Note on a genus of subject. This avoids all 14 Assessors from having to produce their own reports. Its strength is that each Assessor retains the autonomy to reflect local circumstances in his valuations.
- 2.5 It is in the Board's interest to ensure that we have sufficient members of the Association to support it in its work and benefit from the shared working the Association offers..
- 2.6 All senior staff including the Divisional Valuer are members of the SAA and therefore have national as well as local duties to perform.

3.0 PROPOSED NEW STRUCTURE

- 3.1 I am proposing removing the Depute Assessor post and enhancing the Assistant Assessor role. This will flatten the structure and provide a clear distinction between strategic and operational management. I propose subject to approval by the three Councils that the Assistant Assessor is appointed a depute ERO in terms of s52 (2) of the Representation of the People Act 1983.
- 3.2 The Assessor and Assistant Assessor will focus on strategic planning and service reform. The enhancing of the Assistant Assessor role brings with it significant additional responsibilities for the current Assistant Assessor and I am therefore proposing, after consultation with Human Resources at Clackmannanshire Council, that the Assistant Assessor post is placed on salary grade CO28 which currently equates to £68205 pa. This is less than the salary grading for the current Depute's post.
- 3.3 As part of the restructure the Management Team will be split into a Senior Management Team comprising the Assessor and Assistant Assessor and a wider Management Team to include the Divisional Valuer and Principal Administration Officer. The Senior Team will

focus on corporate matters and long term planning. The wider team will focus on operational matters and short to medium term planning.

- 3.4 As stated in the introduction this is phase 1 of a wider restructure and as a prelude to that I will be seeking expressions of interest in voluntary severance from the VJB staff with a view to completing the restructure by 31 March 2016.
- 3.5 The old and revised senior structure is shown in Appendix 1

4.0 FINANCIAL IMPLICATIONS

- 4.1 The revised structure will result in a saving to the Board of circa £76 000 per annum. This will go some way to enabling the Board to reduce the projected £400,000 funding gap predicted by 2017/18. This funding gap was outlined in the Budget report which was presented to the Board on 23 January 2015. I am seeking approval to retain £15000 of this saving at this stage to facilitate the next phase of the restructure of the organisation.

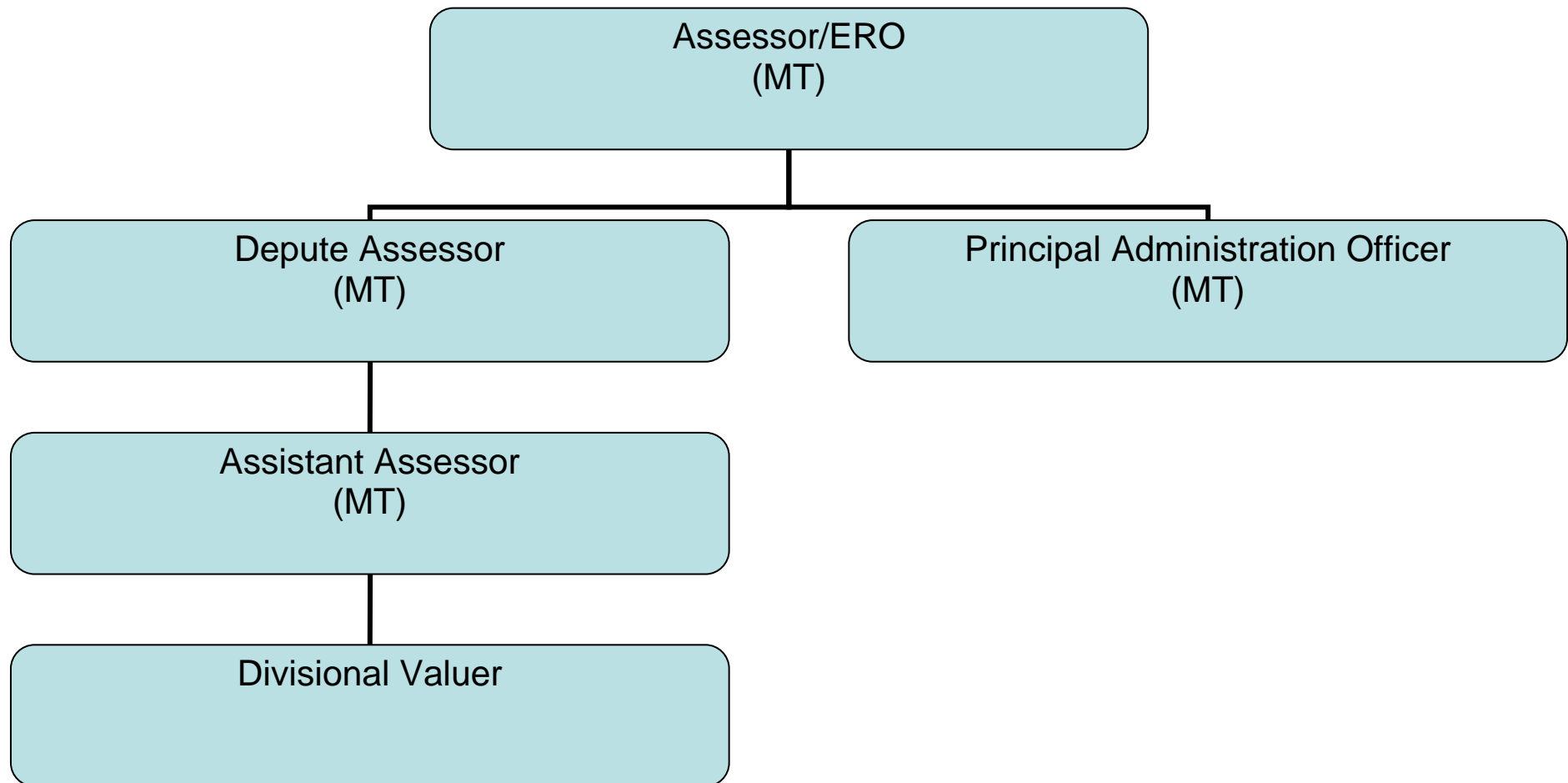
5.0 RECOMMENDATION

- 5.1 That the Board notes and approves the first phase of the restructure i.e. the removal of the Depute Assessor's post and the enhancement of the current Assistant Assessor's post.
- 5.2 That the Board approves the retention of £15000 to be available, if necessary, to facilitate the further restructure of the organisation.

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Pete Wildman
Assessor & Electoral Registration Officer
Date: 9th March 2015

Current Management Structure

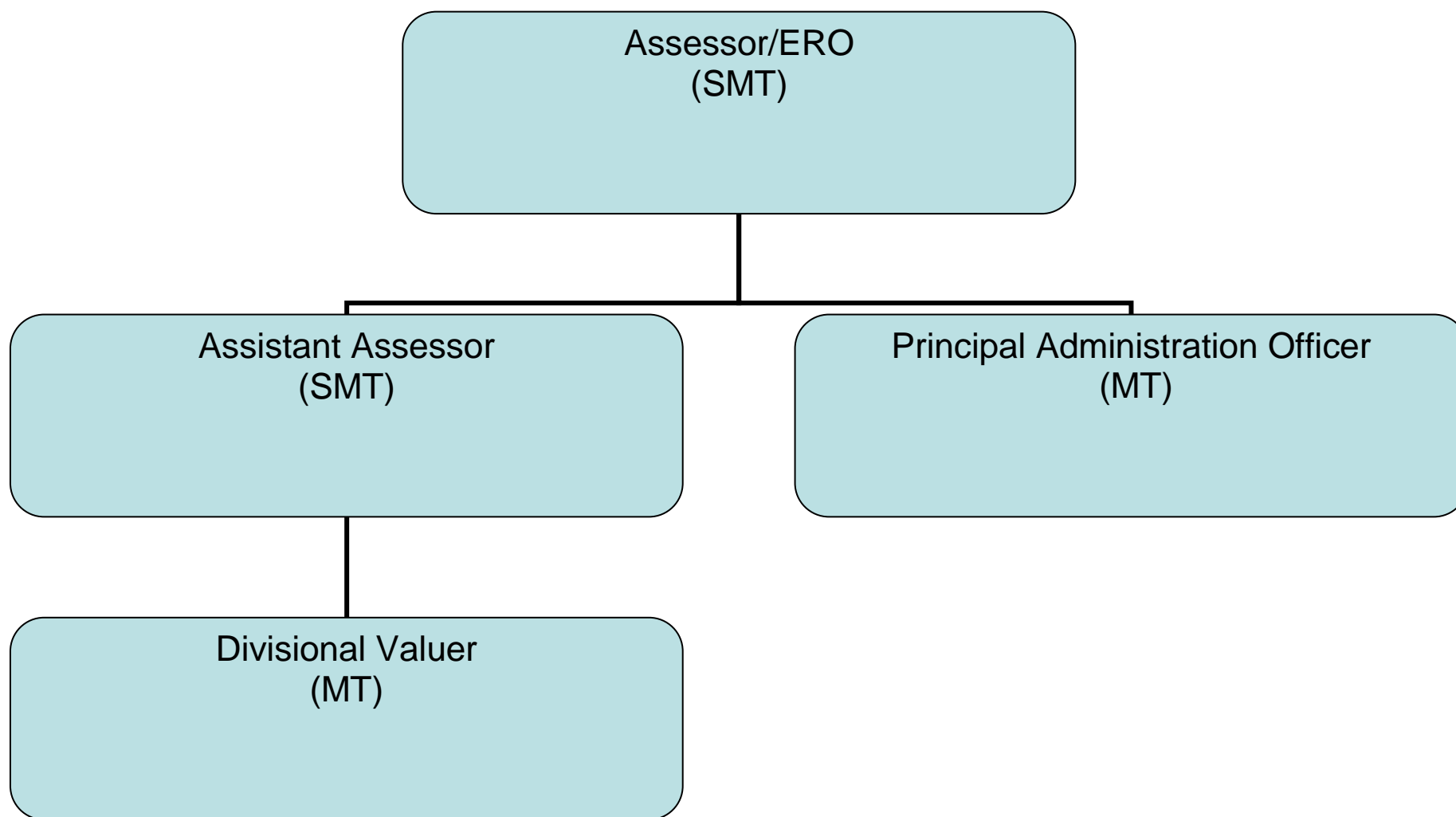
Appendix 1



MT = Management Team

Proposed Structure – March 2015

Appendix 2



SMT = Senior Management Team

MT = Management Team