

The background of the slide features a large, light blue watermark of the City of Vancouver's coat of arms. The crest is a shield divided into four quadrants. The top-left quadrant shows a sailing ship on wavy lines representing water. The top-right quadrant shows a stag's head with large antlers. The bottom-left quadrant shows a beaver. The bottom-right quadrant shows a grizzly bear. Above the shield is a crown with four maple leaves. A banner at the bottom of the shield contains the motto "A NE FOR A".

Agenda Item 5

Council Service Structure

Falkirk Council

Title: Council Service Structure

Meeting: Falkirk Council

Date: 24 March 2021

Submitted By: Chief Executive

1. Purpose of Report

- 1.1 Over the Covid lockdown period there have been significant changes to the way in which the Council delivers its services. The needs of our communities and local businesses have changed. Significant support is and must continue to be provided to ensure effective recovery from Covid. We must particularly focus on the most vulnerable within our communities. Simultaneously and partly in response, we have also reviewed our Corporate Plan and refreshed our Business Plan. As part of these documents, new priorities for the Council were also agreed.
- 1.2 Such developments bring new challenges. They also bring an opportunity to consider whether we are making the best use of the financial and employee resources that we have. In this context, the Council's Service structure has been reviewed with the aim of ensuring the successful delivery of our priorities. This report sets out changes which are being made to our Service structure to accommodate this. It also makes recommendations on further changes to support a refreshed way of delivering our priorities.

2. Recommendation(s)

- 2.1 It is recommended that Council:
- a) Note the arrangements made to reprofile the Divisions within Development Services and Corporate & Housing Services, set out in Appendix 2, which will be implemented within phase 1
 - b) Note the creation of the Invest Falkirk Division as part of phase 1 to support the delivery of significant projects and increase the pace of change for the benefit of our communities
 - c) Agree the transfer of the commissioning and central matching teams to the Health & Social Care Partnership as part of phase 1 subject to any required approval from the IJB
 - d) Agree the change in title of Development Services to Place Services
 - e) Agree the proposed cross Service changes set out in Appendix 2, which will be implemented as part of phase 3

- f) Agree that the suggested alignment of the functions of Falkirk Community Trust within the Service structure be used as the basis of consultation with the Trust and that feedback is provided to Members in June 2021
- g) Note that subject to the changes to the structure being agreed, further consultation will take place with employees and the feedback from this will be discussed, as appropriate, with Group Leaders and Trade Unions
- h) Agree that in order to ensure maintenance of equal pay, the chief officer pay structure and grades within this will be reviewed to reflect the new service structure, with the current upper limit of pay for chief officers being maintained, and any additional costs being met from within existing budgets
- i) Note the proposed timeline over which the structure changes will be implemented in three phases, as set out in paragraph 4.36
- j) Delegate powers to the Appointments Committee to make an appointment to the post of Director of Place, and any resulting chief officer vacancies following appropriate slotting and matching arrangements
- k) Note that the current arrangements regarding the interim Acting Director of Development Services will continue until an appointment is made to the post of Director of Place Services.

3. Background

- 3.1 Over the past year, the Council has significantly adapted its service delivery to respond to a number of challenges as a result of the Covid pandemic. As part of our recovery process, we must continue to provide the support needed by our communities, particularly the most vulnerable, and by our local businesses. We are also experiencing significant financial challenges relating to our Covid response and this has added to our existing financial constraints. Our recent budget report set out the extremely difficult position which the Council finds itself in and the actions we are taking to address this. We must use every opportunity to change and transform what we do and how we do it, both to support our communities and businesses, and also to assist with the financial challenges.
- 3.2 Our response to Covid has included our recovery planning and on-going monitoring of this. We have also considered our medium-term financial plan, reviewed our Corporate Plan, refreshed our Business Plan and developed new priorities.
- 3.3 Our new priorities focus on communities, enterprise, and innovation; with the aim of ensuring that we respond and provide the support that our communities and local businesses require. The priorities provide a good foundation for our work over the next few years. They will be further informed by the work we are currently undertaking on the Falkirk Plan. They must also enable a more fundamental approach by the Council towards place-making, reflecting the importance of the climate change agenda, the need for economic recovery post the pandemic, the promotion of the 'place principle' by COSLA and national Government and recognising the Council's own investment plans for its communities.

- 3.4 In this context, it is essential that we examine the ways in which we deliver progressive services, to ensure our priorities are delivered effectively. We have significantly changed our practices in some service areas to ones which use more mobile and flexible working methods. We are making more use of IT and digital technology. We must continue to grow our innovative practices. We are working more as 'one Council'. This must be strengthened and continue as we go forward. Importantly, we must also ensure that there is capacity within the service structure, at the right levels and in the right posts to deliver the significant programme of change required over the next five years.
- 3.5 Over this period, the Director of Development Services retired from the Council on 30 August 2020. As Members were advised, I arranged for an Acting Director appointment to be made to this post. I took this decision as it was not appropriate to advertise during the initial lockdown period and it would have limited the field of candidates who may have applied. We would also have been restricted in the scope and effectiveness of the recruitment process that could have been undertaken. Most importantly, I was very aware of the need for the Council to reflect on the learning from the Covid situation and to assess, as part of our recovery, how the Council needs to change to deal with the challenges we face. These interim arrangements are due to end on 31 March 2021. It is now timely for our Service structure to be reviewed prior to making a new director-level appointment.
- 3.6 On 20 January 2021 Council also took a decision to bring Falkirk Community Trust back in-house. I delayed submission of this report on our Service structure, until a decision on the Trust had been taken. This has enabled an initial consideration of the impact of the decision in relation to the Trust, when reviewing our Service structure. Whilst any final decision on the position of Trust functions within our structure must be subject to consultation with the Trust, it is important that we have a basis on which to approach the Trust to commence such discussions.

4. Considerations

- 4.1 This is a significant time of change across the Council. It is also a time during which we are experiencing significant financial challenges. To respond to this, and to deliver on our priorities, we must consider how we deliver our services, act as one Council and most importantly, ensure we are meeting the needs of our communities and local businesses. We must look at how we can reduce the cost of our services whilst improving what we deliver. Our culture must reflect the Council we want to be. We must be responsive to the needs of our communities, innovative in what we do, and deliver in a way that our communities trust us. We must ultimately be ambitious for the Falkirk area.
- 4.2 To do this our workforce must share such aspirations and be able to contribute fully towards what we are trying to achieve. We must work together on this. Whilst structural restrictions such as hierarchies cannot get in the way of employees delivering what they know to be right for our communities, we do need to ensure appropriate leadership and management support is in place. Our employees need to feel that they can approach their managers

with new ideas, changes to improve current practice and improvements in the way we undertake our work; and that their managers take time to listen, encourage and support them. The leadership from senior officers is central to this cultural change and we must ensure we have the right people in place who are committed to taking this forward. Our Service structure must be designed to support this. That is why I have taken the decision to review the structure and to present this report to Members.

4.3 For Members' information, the current functional structure for all Services and Social Work Adult Services within the HSCP, is provided as appendix 1.

4.4 To commence this process, I have held meetings with Directors to review the options available to us. Our recovery plans, priorities, operational arrangements, and the significant changes we must make, have all been considered as part of this process. Discussions have also taken place with Group Leaders to ensure they had an opportunity to input to the options prior to proposals being presented to Members.

4.5 To finalise the proposals presented in this report, I have also considered the following:

- The best way to organise our workforce to fully support delivery of our priorities
- The requirement to deliver significant transformational change
- The requirement to deliver savings that contribute to our Medium-Term Financial Plan
- The need for efficiencies and the avoidance of duplication
- A 'one Council' approach
- The need for improvements in our "business as usual" activities
- The need to deliver a major capital investment programme relating to economic recovery, housing, climate change and infrastructure

Proposed Structure

4.6 Members will note from appendix 1 that the Council currently has 3 Directors and 11 Head of Service (or equivalent) posts. This excludes the officers working within the Health & Social Care Partnership. Having considered the options available, I have developed a revised structure which is provided as appendix 2 to this report.

Place Directorate

4.7 The Falkirk area is entering a major period of transition arising from investment plans being developed to address significant issues including:

- climate change
- flood risk management, including delivery of the Grangemouth Flood Protection Scheme
- delivery of the economic recovery plan including the Investment Zone and Falkirk TIF
- sustainable and active travel programmes

- outcomes from the Strategic Property Review, including delivery of the Council HQ & arts centre; and
- schemes to augment and improve the Council housing stock.

It is important that this investment proceeds in ways that enhance the quality of place, reflect fully the needs and ambitions of our communities, and is delivered efficiently and effectively.

- 4.8 Development Services is at the forefront of the design of this programme and, working closely with Council services and other partners, has helped attract significant external funding. The Council area (and Grangemouth in particular) is now recognised as an investment 'zone', where a blend of capital investment should be applied to enhance the quality of place across the area. This requires concerted action to improve physical infrastructure, property and open space resources while working closely with communities to ensure the fabric of neighbourhoods, towns and villages is enhanced.
- 4.9 The functional structure of Development Services has adapted over the years to accommodate varying service pressures. The Service is however, now entering a major transition phase and these pressures must be managed to sustain service standards and delivery, whilst preparing to deliver major investment programmes. I am therefore suggesting that the Service is renamed to Place Services. This better reflects the purpose of the Service within a more forward-looking Council and its commitment to enhancing the quality of place for our communities.
- 4.10 The Place directorate will deliver essential services for our communities and businesses. It is vital that the standards of service are maintained throughout the course of this transition. The changes set out in Appendix 2 aim to better align these functions, avoid duplication, and ensure a structure that is more attuned to the needs of our communities, businesses, and partners.
- 4.11 Working with Directors, I have now agreed changes to the scope of responsibilities of the Heads of Service within this directorate. These changes cover functions which are already based within this Service. This includes the creation of the Growth, Infrastructure & Climate Division. This Division brings together property related functions from across the Service into a single Division. This supports the aim to achieve a corporate approach to the management of property, which is a key outcome of the SPR. The Division will be at the heart of our economic recovery and includes functions such as economic development, planning, building standards, business support, the corporate landlord function, tourism, employability, bereavement services, transport and climate change; working together to support and enhance the quality of place. This Division will work closely with businesses, partners, the public and internal services. While supporting each strand of the Business Plan, it is anticipated that this Division will focus particularly on the 'Enterprise' priority areas of work.
- 4.12 One Service structure change linked to this Division which requires Member approval is the transfer of the management of school assets and other

property management functions which currently sit within Children's Services. Moving these to the Place directorate, together with the associated capital monies and contract monitoring arrangements at the appropriate stage, ensures a 'one Council' approach to the corporate landlord model. This will assist the delivery of increased community and service use of schools, which is also an outcome of the SPR. This ensures that all decisions on the future property requirements for the Council are being considered within a single team. The exception to the corporate landlord model is housing property which appropriately remains within the Housing function but will have direct links to this Division in relation to the design and delivery of housing investment programmes.

- 4.13 Given the range of work of the Growth, Infrastructure & Climate Division, it is appropriate that it leads on the 'Enterprise' priority, co-ordinating this for the Council. This priority focuses on the work we need to do to help businesses thrive and make Falkirk more prosperous. Through this priority we will develop plans for the delivery of a range of work such as the Investment Zone, economic recovery, employability, inclusive growth and climate change. The Division will also have an important statutory role in planning and building standards and these will play a critical role in maintaining the quality of place and preparing plans for future investment.
- 4.14 The other Division to which I have agreed changes with Directors is the Environment & Operations Division. This will include functions such as roads, grounds maintenance, waste, street cleansing and fleet. It is important that communities see a consistency in the pattern of delivery and quality standards to which these functions are delivered. This Division also includes environmental health and trading standards; functions which align with the front facing nature of work of this Division.
- 4.15 I am also proposing that the property repairs function, i.e., those functions within the current building maintenance team within Corporate & Housing Services which work on housing and some other property repairs, move to this Division within the Place directorate. This ensures that all direct service delivery functions (which do not sit within education or social work) are delivered by a single Division. I consider that synergies can be achieved between the property repairs function and those other front-facing functions within this Division. Integration within the one Division will enable such functions to be further developed, adopting a more entrepreneurial approach.
- 4.16 Recognising however, the need to provide time for the internal changes within the Place directorate to be implemented, I am proposing that the transfer of property repairs is done on a phased basis. Initially, this function will move to the Housing & Communities Division within Corporate & Housing Services. This will allow for a period of implementation of the changes within the Place directorate, following which the property repairs function will transfer by a date no later than December 2022 (paragraph 4.36 sets out the phasing of changes in more detail). This is also linked to the transfer of non-education CLD functions to Corporate & Housing; both changes must be agreed for this to work in practice (paragraph 4.23 sets this out).

4.17 Members will also note that as we go forward, I will matrix manage the resilience function. Whilst this will remain within the Place directorate for the time being, it is of strategic importance to the Council, and as the Council's representative on the Regional Resilience Partnership, it is normal practice for a Chief Executive to assume such responsibility given the risks that could present themselves for the Council. This change takes into account the knowledge, capacity and capability of the current officers who are responsible for this function and who will remain within the current directorate.

4.18 As highlighted above, there are a number of exciting change projects being delivered by the Place directorate. These include delivery of:

- Falkirk and Grangemouth Investment Zone
- Council HQ & arts centre
- Strategic Property Review projects
- Falkirk TIF
- Grangemouth Flood Prevention Scheme
- Town centre regeneration programmes
- Major roads programmes
- Upgrades of the learning & community estate
- Housing investment programmes
- Climate change projects
- Sustainable and active travel programmes

4.19 The scale of these projects is significant with a potential collective value of up to £1bn, as are the benefits and positive impact they can have in place-making for our communities. These include:

- significant investment into the Falkirk area, stimulating job creation, particularly during the construction phase
- support for our economic recovery, attracting new businesses, jobs and private sector investment, with the potential for increased local productivity
- improved infrastructure with upgrading transport connections, rationalising and upgrading properties and reinforcing flood protection, etc
- positive impact on the safety and wellbeing of our communities
- positive impact and support for our climate change agenda
- support for increased tourism

4.20 It is proposed that these projects are brought together within a single "Invest Falkirk" Division, with a dedicated team. Appendix 2 sets this out with supplementary information at Appendix 3. The team will focus on delivering these projects and increasing the pace of change. This ensures that appropriate skills are in place at the right time as each project requires. It enables the synergies between the projects to be better aligned and supported by integrated work plans. It will enable a concerted approach to horizon scanning for new sources of funding and investment, which may be of benefit to the projects, and bring with it, new projects. This team will work with

partners across various sectors and ensure robust project management arrangements are in place to successfully deliver on the ambitions for the area.

- 4.21 Recognising the different phases of each of these projects, it is important for the Invest Falkirk Division to have a flexible workforce. This ensures appropriate professional and technical skills are available at the appropriate stages of each of the projects. The Division will work closely with teams across Place Services to ensure delivery meets Council objectives and place-making standards. In addition, it must always have very strong project management skills within its team. It will link directly to our Council of the Future transformational change programme and our existing PMO team, as well as to other Services. It will also receive professional advice and guidance from a range of central support functions to assist with project delivery. As a result of the fluidity of such projects, the Division will either scale up or scale down depending on the overarching requirements of the projects. This will of course be within the confines of the establishment and budget for this Division. It may also result in the secondment of some officers to this Division and/or the appointment of temporary officers with appropriate skills.

Corporate & Housing Directorate

- 4.22 As Members will note from Appendix 2, I have agreed with Directors to move the functions of the current Procurement & Housing Property Division. Procurement will become part of the Governance Division. This is appropriate given the input, experience, and skills the Governance Division already has on procurement matters. Alignment within this Division will bring together officers with the relevant skills and experience on procurement adding strength to the team working approach. The exception to this is the Central Matching and the Commissioning teams, which undertake work solely for Social Work Adult Services. On this basis it is more appropriate for such work to be transferred with appropriate resources to the Health & Social Care Partnership. This has been agreed with the HSCP Chief Officer.
- 4.23 Part of this directorate is the Housing & Communities Division. This Division is critical to how we respond to the needs of our communities. It will link with all Services to ensure a co-ordinated approach to this. It will also lead on the work we need to undertake to deliver on the 'Communities' priority. This includes the work which will flow from the development of the Falkirk Plan. The Division will also be directly responsible for leading the implementation of key strategic changes such as Community Choices. To strengthen the Communities function, it is important that we align all such functions which contribute to this. I am therefore proposing that CLD transfers to the Housing & Communities Division. The exception to this will be those officers within CLD who provide support directly to schools. They will remain within Children's Services. It must be clarified that such alignment of non-education CLD functions should ideally take place once the property repairs function, which will be moved to Housing & Communities on a temporary basis, transfers to the Place directorate on a permanent basis, as noted in paragraphs 4.15 – 4.16. This is therefore part of the phase 3 proposal.

- 4.24 The housing stock & estates management function and the housing investment & standards function will also move to the Housing & Communities Division. These functions properly align with Housing. This change provides the correct links with the teams who require to work together.
- 4.25 The Corporate & Housing directorate very much sits at the centre of our organisation supporting all the work we deliver as a Council through corporate functions such as finance, HR, legal, digital and the PMO. In this context, it is appropriate for the 'Innovation' priority to be led from within this directorate. This priority focuses on us being a forward-thinking Council which is unafraid of change. We must use our resources to ensure effective transformation, culture change, good use of data and digital ways of working, whilst meeting our financial challenges. The People, Technology & Transformation Division will lead on this priority working with all other Services to ensure a co-ordinated approach to deliver our ambitions.

Children's Services

- 4.26 Within Children's Services, the key responsibilities of education and children's social work will, with two exceptions, generally remain unchanged. These functions are significant areas of service delivery and are key to the successful achievement of our priorities. They deliver on attainment; address issues impacted by poverty; and provide invaluable services for some of the most vulnerable children in our communities.
- 4.27 The first change being proposed for this directorate is the transfer of non-education related CLD work to the Housing & Communities Division (see paragraph 4.23). The second change is the transfer of School Asset & Property Management functions to the Growth, Infrastructure & Climate Division (see paragraph 4.12). This ensures the management of all property functions within a single team and supports the development of the Corporate Landlord model. Both of these changes sit in phase 3 of the timeline.

Falkirk Community Trust

- 4.28 As a result of Members' decision of 20 January 2021 to bring Falkirk Community Trust back in-house, I have considered how this could potentially be achieved within the proposed Service structure. It is important that we do not simply bring the Trust back into the Council structure and 'bolt' it on to one of our existing Services without consideration of how it is most appropriately aligned. I am also of the view that the range and scope of services provided by the Trust are not of sufficient scale to warrant a separate directorate.
- 4.29 In coming to a final decision on the alignment of the functions of the Trust, it is important that the Council takes time to better understand the complexities of how such functions are currently delivered and the links between each. To do this, discussion and consultation must take place with Trust colleagues. To support this and to enable discussions to commence, I have considered, together with Directors, how the Trust functions could potentially be integrated into the Service structure. I have taken into account areas with the greatest

synergy. I have also considered the Council's priorities and how the functions of the Trust can support the delivery of these.

4.30 Appendix 2 sets out an option for the integration of the Trust functions within the Council structure. It is important for us to have this option as a framework on which to commence discussion and consultation with the Trust. Taking each high-level functional area in turn (with more work to be done on the services delivered within these):

- **Culture, Arts, Museums and Parks** – these functions focus on our promotion and encouragement of participation in culture and arts. They incorporate the new Arts Centre which Council recently agreed. There are direct links in this work to the Place directorate and in particular, tourism and development of our local economy. Given the focus on tourism, it would seem logical that the Helix and other strategic parks are also aligned with Place Services and the Growth, Infrastructure and Climate Division in particular.
- **Libraries** – these are at the heart of our community and should be a focal point for our community. The purpose of libraries should not just be the library service, but also an opportunity for our communities to engage with the Council and to seek assistance and support from the Council. For these reasons, there are very strong linkages with the Housing & Communities Division within Corporate & Housing Services.
- **Sport & Leisure** – whilst there is a need to continue to offer an attractive range of sport and leisure opportunities, there is also a need to promote and encourage wellbeing across our communities. The linkages with sport and leisure facilities within schools has been considered in the context of the Strategic Property Review (SPR) and will add to the ability to drive transformation in these services.

In addition, there are a number of **support functions** which are provided within the Trust by Trust employees. These may be most appropriately aligned with the Council's support functions which sit within Corporate & Housing Services.

4.31 Whilst the option presented in Appendix 2 has been shared with the Trust Chief Executive, it has not been considered in any detail by the Trust. I must also stress that I have considered these functions only at a high level at this stage, and there will be complexities which arise through further discussion with the Trust. Existing synergies between the various functions in the Trust will clearly be part of this consideration. I am therefore bringing this to Members for agreement that this option be used as the basis to commence consultation with the Trust. Discussions will also take place with relevant officers in potential receiving service areas. The outcome of this and the recommended way in which to integrate Trust functions within the Council structure will be shared with Members as part of the Trust report being submitted to Council in June 2021.

Leadership for Transformational Change

- 4.32 All proposed structure changes have been discussed at length with Directors to ensure they are appropriate for the Council as we move forward. The changes enable us to deliver on our priorities and take account of those factors outlined in paragraph 4.5. The changes also aim to ensure that the Council has appropriate leadership in the right places to deliver on its ambitions.
- 4.33 The proposed structure must also be linked to the fact that the Council is currently undergoing a period of significant transformational change. It is essential that all chief officers fully support this. They must provide the right leadership to drive this forward, increase the pace of change, and ensure we are as ambitious as we can be in delivering for our communities and businesses across the Falkirk area.
- 4.34 This, however, must be backed up with us having the right people in the right roles across the Council. Work is underway to ensure we appropriately resource our change projects at the right levels. Directors will also consider the operational management arrangements, which sit below chief officer level, across their Services to ensure these remain fit for purpose and in line with our design principles (set out in our workforce plan). As part of this we are specifically implementing new arrangements for the Place directorate for the Invest Falkirk Division, to support the delivery of the significant projects they are leading on for the Council, as set out in paragraph 4.20 – 4.21.
- 4.35 Culture change must also be at the heart of this. A range of work has already been progressed to take this forward. As the new teams form as part of the structure changes, I intend to work with our organisational development colleagues to put in place a further range of development activities, to ensure culture change is delivered across the Council. This must be done in a way which supports and drives forward the significant transformational change we need and which we continue to implement.

Timeline for Implementation

- 4.36 It is important in implementing any changes to a service structure that certainty and stability is provided to our workforce. For this reason, there must be a clear timeline over which these changes will take place. I am aware however, of the impact that the Covid pandemic may have on our work to implement the structure. I am therefore proposing that we undertake such changes in three phases:
- Phase 1 relates to changes to Divisions within their existing Services (with one exception involving a move of teams to the Health & Social Care Partnership)
 - Phase 2 involves the integration of Falkirk Community Trust functions
 - Phase 3 is longer term and moves some functions from one Service to another

The following sets this out in more detail. I would stress that the dates assigned to each phase are the latest date by which the changes should be achieved, and where possible, they will be implemented earlier. This matter will be kept under review.

Phase 1: To be implemented by June 2021 or earlier

- Undertake and conclude consultation with relevant employees immediately following Council's decision (see paragraph 4.41 below)
- Commence the appointment process for the Director of Place as soon as possible (and make an appointment thereafter, as soon as this is feasible following due process)
- Review Job Descriptions and Grades for all posts in the structure which have, or are changing (see paragraph 4.39 below)
- Commence implementation the Divisional changes within the Place directorate
- Commence the work to implement the new Invest Falkirk Division within the Place directorate
- Commence implementation the Divisional changes within the Corporate & Housing directorate
- Transfer contracts and commissioning functions to the HSCP
- Transfer on a temporary basis, the Property Repairs Service to the Housing & Communities

Phase 2: To be implemented by March 2022

- Incorporate Falkirk Community Trust services back in-house (actual timescale subject to the action plan and timeline which will be submitted to Members in June 2021)

Phase 3: To be implemented by December 2022 or earlier

- Transfer CLD (excluding the education linked officers) to Housing & Communities
- Transfer Property Repairs to Environment & Operations
- Transfer the school estate and property management functions from Children's Services to the Place directorate as part of the corporate landlord functions

Workforce Considerations

- 4.37 The proposed changes to the structure involve significant changes to the line management of employees in terms of the directorate or division within which they report. For the majority of our employees, whilst there may be a change to such reporting arrangements, they will see very little impact to their day to day responsibilities. The aim however, is that we do have a more open and transparent culture. There will also be a need for more collaborative and cross Council working.
- 4.38 Given this is a public report, and to reassure employees on this, I have taken the opportunity to advise employees that this report is being considered and to

ensure that they are aware of what it may mean for them if agreed. I also arranged for the proposals to be shared and discussed with Trade Unions. The Trade Unions did not raise any immediate concerns or objections to the changes. They did however reserve their right to come back with comments once they have had the opportunity to speak to their members as part of the consultation (see paragraph 4.41).

- 4.39 For chief officers, there are a number of potentially significant changes with some assuming a different range of responsibilities. In preparation for this, discussions have taken place with Directors and Heads of Service to ensure they are sighted on the proposed changes prior to this being considered by Members. If the structure is agreed, the job descriptions and grades for chief officers will require to be reviewed to ensure these reflect the new structure arrangements. The grades of our chief officers have not been reviewed since 2011. It is essential that the Council ensures its pay structures are kept under review to meet legislative requirements such as equal pay. This requirement includes the rates for chief officers who have experienced a change to their responsibilities as well as the pay structure itself. A review will be undertaken to take account of recent changes in job remits and any new changes that arise from the new service structure. External advice will be sought for this purpose and will ensure that the Council continues to have a robust and auditable pay structure. In undertaking this work, the upper limits of pay for chief officers will continue to be maintained, and this exercise will be kept within budget.
- 4.40 Members will also be aware from the recent budget report that we are in the process of reviewing the SJC grade structure to ensure consolidation of the Living Wage. The action outlined in paragraph 4.39 ensures that all of the pay structures which are within the Council's control (i.e., this excludes the teaching pay structure) will have been reviewed to ensure they comply with relevant legislative requirements.
- 4.41 I intend to write again to relevant chief officers and service unit managers on the changes to the structure to ensure consultation on the proposed implementation. This exercise will be undertaken as quickly as possible and will involve discussions with our Trade Unions. Should there be any feedback from employees which significantly impacts on the implementation, I will discuss this with Trade Unions and Group Leaders to reach an agreed way forward.

5. Consultation

- 5.1 Discussions have taken place with Service Directors and Heads of Service on the proposed structure design. A letter has been issued to employees to ensure awareness of the proposals. Discussions have also taken place with Trade Union colleagues.

- 5.2 Subject to Member agreement, I will write again to employees and provide a further opportunity for comments. Should any comments of significance be received, these will be discussed with Group Leaders and Trade Unions.

6. Implications

Financial

- 6.1 Given the financial challenges that the Council faces, I have taken the view that it is essential that any changes to the service structure are, as a minimum, cost neutral but ideally generate savings. The proposals in this report see the following changes to posts:

Post	Change
Head of Procurement & Housing Property	Post being deleted
Director of Development	Post deleted and replaced by Director of Place
Head of Design, Roads & Transport	Post deleted and functions incorporated into the other Head of Service posts within the Place directorate. Post and funding for this will be used to support the resource requirements of the new Invest Falkirk Division.
Head of Planning and Economic Development	Post expanded into Head of Growth, Infrastructure & Climate.
Head of Environmental Services	Post expanded into Head of Environmental & Operations Services

- 6.2 Based on these changes, the saving achieved over 5 years (the normal timescale for assessing the payback of employee changes), net of associated costs for early retirement, is c£275k. This figure excludes any costs arising from the required review of the chief officer pay structure to ensure the Council meets its equal pay requirements. Costs associated with this will be dependent on the outcome of this exercise and will be kept within existing budgets. Also excluded from this figure are any savings which may be achieved from the integration of Falkirk Community Trust back into the Council structure. Such costs will be assessed specifically as part of the work on the Trust.
- 6.3 There will be costs associated with the implementation of the structure such as the cost of external advertising where required. Any expenditure on this will be approved by the Appointments Committee. Work will also be undertaken on establishing the Invest Falkirk Division within the current budget available, having regard to the attraction of external funding income and fees charged against capital expenditure. Funds for the engagement of specialist support may also be required and these will be built into the financial plans.

Resources

- 6.4 Resources will be required from Human Resources, Finance and Directors to implement the changes required. Elected Members, Governance and Human Resources will also be involved in the recruitment process for the Director of Place.
- 6.5 There is also an impact on those employees (chief officers) who will see a change to their role.

Legal

- 6.6 No legal implications are identified from the report recommendations.

Risk

- 6.7 The proposed structure takes into account the chief officer requirements to deliver on the priorities of the Council and to provide appropriate leadership to the operational teams who will do this. The creation of an Invest Falkirk Division enables us to better support the delivery of the significant and exciting projects for the Falkirk area which are estimated to be reaching c£1bn. The structure also provides an opportunity to bring in new employees with different experiences and ideas, to complement our workforce. It is essential that we use this opportunity to assist us to achieve the cultural and organisational change required across the Council.
- 6.8 The need to ensure implementation of the structure over a reasonable period of time must, also be balanced with the potential risk of implementing at a pace which is of detriment to service delivery, and progress on our significant change projects. For this reason, and following discussions with chief officers, adjustments have been made to the phases of implementation and to the period over which these happen. These are now longer than originally intended but aim to address the potential risks on service delivery/change projects identified by chief officers.
- 6.9 A risk does, however, arise if Council were not to agree to a revised permanent structure for the Council. This may impact on the Council's ability to deliver on its priorities and on a number of significant projects. The interim nature of the Council's current structure arrangements would also result in a level of uncertainty and instability across our workforce. In addition, if the pay structure was not reviewed to reflect recent changes to chief officer remits as well as changes flowing from this structure change, there is an equal pay risk arising.

Equalities

- 6.10 No equality impact assessment is required specifically for this report. An equality impact assessment will be undertaken in relation to the work on the pay structure.

Sustainability/Environmental Impact

- 6.11 Progress of these changes to the Council's service structure are intended to enable the Council to develop and progress its climate change agenda with

delivery of a range of major projects in energy, transport, property and environmental works; all anticipated to aid carbon reduction.

7. Conclusions

- 7.1 The Council has recently reviewed its Corporate Plan, refreshed its Business Plan and has newly agreed priorities as part of this work. It is essential that the Council is in a position to fully deliver on its priorities and the work contained within its Plans. Simultaneously the Council must take actions to respond to the financial constraints set out in the medium-term financial plan. The proposed service structure set out in this report is designed to ensure the Council undertakes its work in an appropriate and efficient way to deliver on its priorities and the significant changes associated with this.

Chief Executive

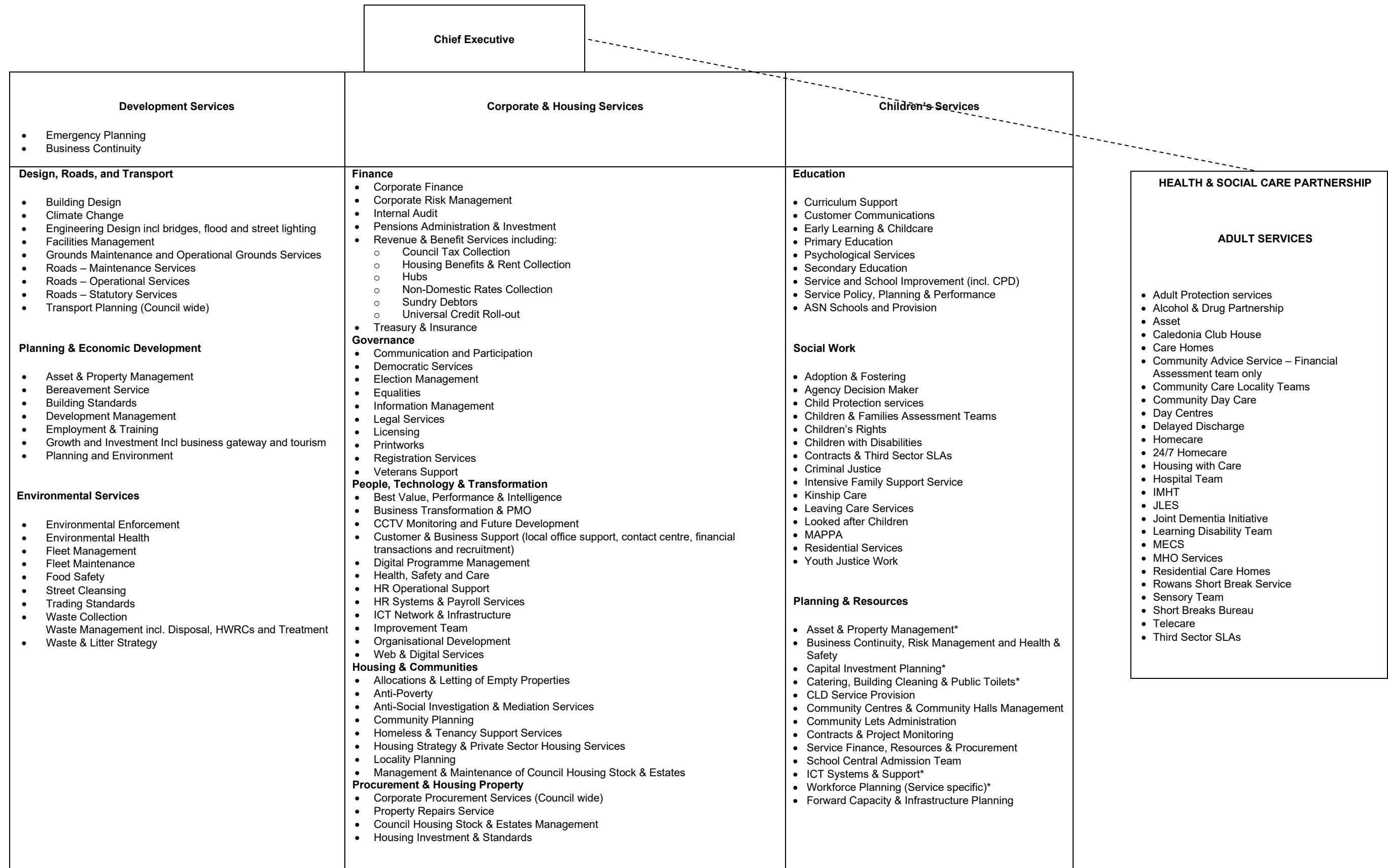
Authors: Karen Algie, Head of People, Technology and Transformation,
karen.algie@falkirk.gov.uk, Extn 6223

Date: 15 March 2021

List of Background Papers: None

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973: None

Current Functional Structure



Those functions marked with * within Children's Services continue to provide a service to Adult Services, as do relevant support functions.

REVISED STRUCTURE FOR DISCUSSION

<p align="center">Chief Executive</p>		
<p>Place Services</p> <p>GROWTH, INFRASTRUCTURE & CLIMATE</p> <ul style="list-style-type: none"> • Asset & Property Management • Building Design • Climate Change • Engineering Design incl bridges, flood and street lighting • Facilities Management • School Asset & Property Management • Transport Planning (Council wide) • Bereavement Service • Building Standards • Development Management • Employment & Training • Growth and Investment Incl business gateway and tourism • Planning and Environment • Culture, Arts, Museums & Parks <p>ENVIRONMENT & OPERATIONS</p> <ul style="list-style-type: none"> • Resilience • Environmental Enforcement • Environmental Health • Food Safety • Trading Standards • Fleet Management • Fleet Maintenance • Grounds Maintenance and Operational Grounds Services • Roads – Maintenance Services • Roads – Operational Services • Roads – Statutory Services • Street Cleansing • Waste Collection • Waste Management incl. Disposal, HWRCs and Treatment • Waste & Litter Strategy <p>INVEST FALKIRK DIVISION</p> <p>SEE PAPER ATTACHED – This Division will support c£1bn of project work being undertaken by the Place Directorate. It will be flexible in nature to support the demands of this project work.</p>	<p>Corporate & Housing Services</p> <p>Finance</p> <ul style="list-style-type: none"> • Corporate Finance • Corporate Risk Management • Internal Audit • Pensions Administration & Investment • Revenue & Benefit Services including: <ul style="list-style-type: none"> ◦ Council Tax Collection ◦ Housing Benefits & Rent Collection ◦ Hubs ◦ Non-Domestic Rates Collection ◦ Sundry Debtors ◦ Universal Credit Roll-out • Treasury & Insurance <p>Governance</p> <ul style="list-style-type: none"> • Communication and Participation • Corporate Procurement Services (Council wide) • Democratic Services • Election Management • Equalities • Information Management • Legal Services • Licensing • Printworks • Registration Services • Veterans Support <p>Housing & Communities</p> <ul style="list-style-type: none"> • Allocations & Letting of Empty Properties • Anti-Poverty • Anti-Social Investigation & Mediation Services • Community Planning • Homeless & Tenancy Support Services • Housing Strategy & Private Sector Housing Services • Locality Planning • Council Housing Stock & Estates Management • Housing Investment & Standards • Property Repairs Service • CLD Community Service Provision • Community Centres & Community Halls Management • Community Lets Administration • Libraries <p>People, Technology & Transformation</p> <ul style="list-style-type: none"> • Best Value, Performance & Intelligence • Business Transformation & PMO • CCTV Monitoring and Future Development • Customer & Business Support – incl local office support, contact centre, financial transactions and recruitment • Digital Programme Management • Health, Safety and Care • HR Operational Support • HR Systems & Payroll Services • ICT Network & Infrastructure • Improvement Team • Organisational Development • Web & Digital Services 	<p>Children's Services</p> <p>Education</p> <ul style="list-style-type: none"> • Curriculum Support • Customer Communications • Early Learning & Childcare • Primary Education • Psychological Services • Secondary Education • Service and School Improvement (incl. CPD) • Service Policy, Planning & Performance • ASN Schools and Provision • Sport & Leisure <p>Social Work</p> <ul style="list-style-type: none"> • Adoption & Fostering • Agency Decision Maker • Child Protection services • Children & Families Assessment Teams • Children's Rights • Children with Disabilities • Contracts & Third Sector SLAs • Criminal Justice • Intensive Family Support Service • Kinship Care • Leaving Care Services • Looked after Children • MAPPA • Residential Services • Youth Justice Work <p>Planning & Resources</p> <ul style="list-style-type: none"> • Business Continuity, Risk Management and Health & Safety • Capital Investment Planning • Catering, Building Cleaning & Public Toilets • CLD Education Linked Service Provision • Contracts & Project Monitoring • Service Finance, Resources & Procurement • School Central Admissions Team • ICT Systems & Support* • Workforce Planning (Service specific) • Forward Capacity & Infrastructure Planning

HEALTH & SOCIAL CARE PARTNERSHIP

ADULT SERVICES

- Adult Protection services
- Alcohol & Drug Partnership
- Asset
- Caledonia Club House
- Care Homes
- Central Matching Team
- Commissioning Team
- Community Advice Service – Financial Assessment team only
- Community Care Locality Teams
- Community Day Care
- Day Centres
- Delayed Discharge
- Homecare
- 24/7 Homecare
- Housing with Care
- Hospital Team
- IMHT
- JLES
- Joint Dementia Initiative
- Learning Disability Team
- MECS
- MHO Services
- Residential Care Homes
- Rowans Short Break Service
- Sensory Team
- Short Breaks Bureau
- Telecare
- Third Sector SLAs

CODE

Red Type – From CHS

Yellow Shade – From Development

Blue Shade – From Children's

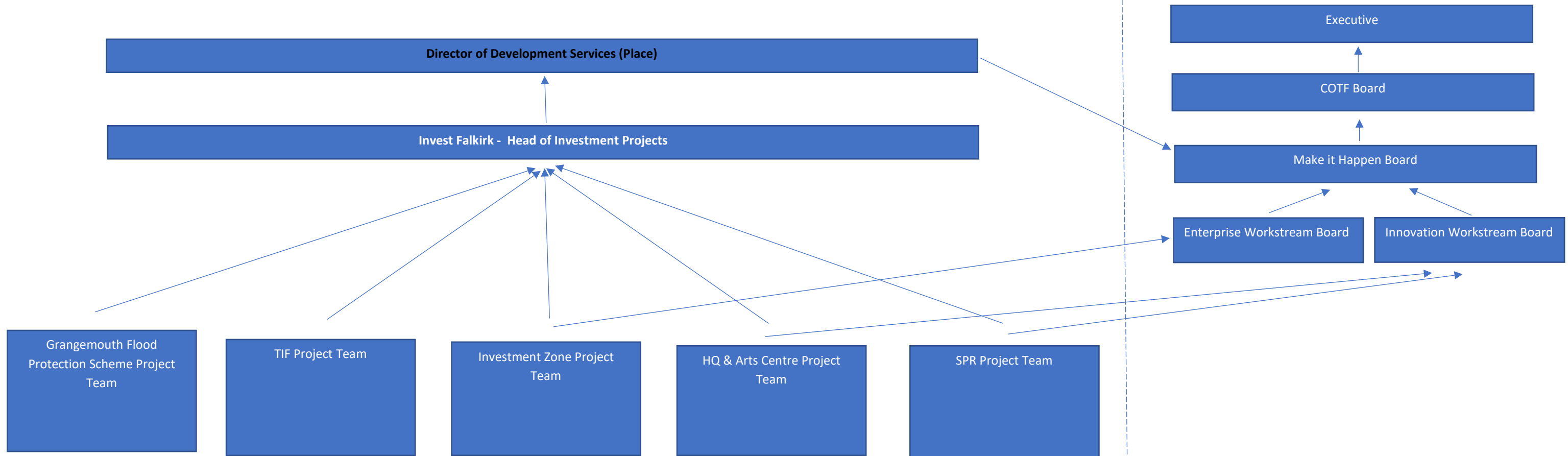
Green Shade – From FCT

PROPERTY REPAIRS SERVICE – Initially this will be moved to the Housing & Communities Division to enable progress on structure changes, with a subsequent move to Environment & Operations. This enables the Environment & Operations team to be established prior to Property repairs being integrated into this team.

Invest Falkirk Team Structure - Delivery of Falkirk Council Capital Projects and Transformation

Delivery of Capital Projects in Development Services

Aligning Capital Projects with Transformation - COTF



Additional specialist support may be required at certain stages in the project lifecycles