

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	7 th February 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	TOM 1.2 Organisational Structure Update: February 2024
REPORT NUMBER	CUS/24/043
DIRECTOR	Angela Scott
CHIEF OFFICER	Andy MacDonald
REPORT AUTHOR	Lindsay MacInnes
TERMS OF REFERENCE	21

1. PURPOSE OF REPORT

This report brings forward proposals for the Council's senior management structure, at Director and Chief Officer level, to members for consideration and approval.

This follows on from the instruction at the Council meeting on 1 March 2023 to the Chief Executive to *“review the existing organisational structure, in light of the approved budget and to report back to Council by December 2023 on any suggested amendments to ensure the sustainability of council operations;*

And an instruction at Council in October 2022, for *the Chief Executive to review the Scottish Government's preferred structural model for Children's Services when it is published and report back to Council, providing advice on the implications for the Council, and specific proposals in relation to the requirements for the Council's organisational structure going forward; including the impact on the Interim Director of Children's and Family Services role.*

This report therefore proposes changes to the way in which specific Clusters and services are managed and delivered, making recommendations for new alignments as part of our agreed next iteration, TOM 1.2.

2. RECOMMENDATIONS

That the Council: –

1. Notes the findings of the CELCIS Children's Services research summarised in Appendix 11.1;
2. Notes that Scottish Government intend to progress a national framework of shared accountability to support delivery of the National Care Services and their stated position that social work staff will remain employed by the council
3. Notes the feedback contained in Background Paper 5 arising from engagement on the proposed structure;
4. Approves the proposed changes to the functional structure shown in *Appendix 11.3* to go forward to consultation; those being the move to a 3 Director model under the proposed groupings as follows: - Children, Families & Communities; Place; and Corporate Services as well as the related Job Profiles and salaries, within *Appendix 11.4*;
5. Approves the changes proposed to the Tier 2 Chief Officer posts in aligning to the 3-director model above, as well as the related Job Profiles and salaries, as detailed in *Appendix 11.4* to go forward into consultation;
6. Notes the updated version of the Job Matching Process (as approved for TOM implementation in 2017) to be utilised as part of these proposals, as set out in *Appendix 11.5* alongside our redeployment process where appropriate, for the purposes of implementing the proposed structural amendments;
7. Instructs the Chief Executive to undertake external recruitment for those roles not identified under job matching or redeployment processes, in accordance with the Council's Standing Order 6.1.;
8. If approved, agrees that the transition to the proposed 3 Director model will begin to take place from 8th February 2024.
9. Notes that the Chief Officer – Governance will update the Scheme of Governance to reflect changes to structure, under delegated powers.
10. Notes that that the required annual review of the Scheme of Governance will be reported back to Council in June 2024 with the exception of the Committee Terms of Reference which will be reviewed and reported as part of the annual review of the Scheme of Governance in February/March 2025;
11. Approves that the Chief Officer – Strategic Place Planning replace the Director of Resources as Director of the Council's Joint Venture with bp with effect from 8th February 2024 and delegates authority to the Chief Officer Governance to discharge the Shareholder Reserved Matters in the Council's Joint Venture with bp, effective immediately.

3. MAIN ISSUES

Interim Changes to the Structure since 2017 approved structure

3.1.1 The Target Operating Model (V 1.1) created an organisational structure of 4 Functions, as follows:

- Customer
- Commissioning

- Operations
- Resources

3.1.2 From August 2022, a number of interim changes have been put in place following the external promotion of some colleagues:

- In October 2022, following the resignation of the Chief Operating Officer, an interim change was made to the structure. “Operations” was repositioned and the Chief Officer (Operations & Protective Services) changed reporting line to the Director of Resources. As a consequence, the Chief Officer (People & Organisational Development) was transferred to Director of Customer Services. The alignment of Chief Officer O&PS has allowed improved alignment between Operations, Capital, and Corporate Landlord clusters.
- In anticipation of the implications of a National Care Service, the Chief Officer - Governance was seconded to the Integration Joint Board to facilitate preparation from within the integrated Health and Social Care Partnership and an Interim Director of Children and Family Services was introduced within the Council. This latter role was put in place to provide the required leadership to anticipated changes to Children’s Services arising from the proposals for a National Care Service. The Interim Director was funded from the established Chief Operating Officer post. The post of Chief Officer – Governance has meanwhile been filled on an interim basis internally.
- Following the resignation of the Chief Officer- Early Intervention & Community Empowerment, the portfolio of the Chief Officer People & Organisational Development and Chief Officer Customer Experience were brought together under one portfolio, enabling internal alignments to cover both this arrangement and the Chief Officer, Early Intervention & Community Empowerment role.
- The council was successful in its bid to the National Institute for Healthcare Research (NIHR) and - as a result- has established a Health Determinants Research Collaboration for Aberdeen. An element of the bid cited the Council’s then “Chief Officer Data and Insight”’s skillset in taking this forward which, once successful, provided the opportunity for the postholder to be assigned into the required Director role within the NIHR Health Determinants Research Collaboration Aberdeen (HDRCA). As such, external funding is now paying for this role.

The culmination of these changes to date, has therefore resulted in the continuation of a 4-director model, alongside a reduction of 1 Chief Officer post and funding being received to the HDRCA Chief Officer role.

Further Influences

3.1.3 There are current transformational and multi-agency programmes of work to be taken into account as part of the organisational design, with Chief Officers progressing 3 key areas of realignment. Their recommendations have been incorporated into the proposed structural amendments:

Property Redesign:

Chief Officers are working with project teams in streamlining Property Management & Maintenance, currently sitting within the Operations and Protective Services, Capital, and Corporate Landlord portfolios. From this, Building Services can be aligned to Corporate Landlord to remove duplication of effort, quicker response times for our tenants and clearer accountability for service delivery.

Further work in this area, and our other transformation projects, are likely to bring more opportunities for change, realignment, and efficiencies. It will therefore be important to ensure strong awareness of how these inter-relate and develop in terms of future modifications to our teams. The presented structure allows the flexibility to respond alongside these developments.

Family Support Model:

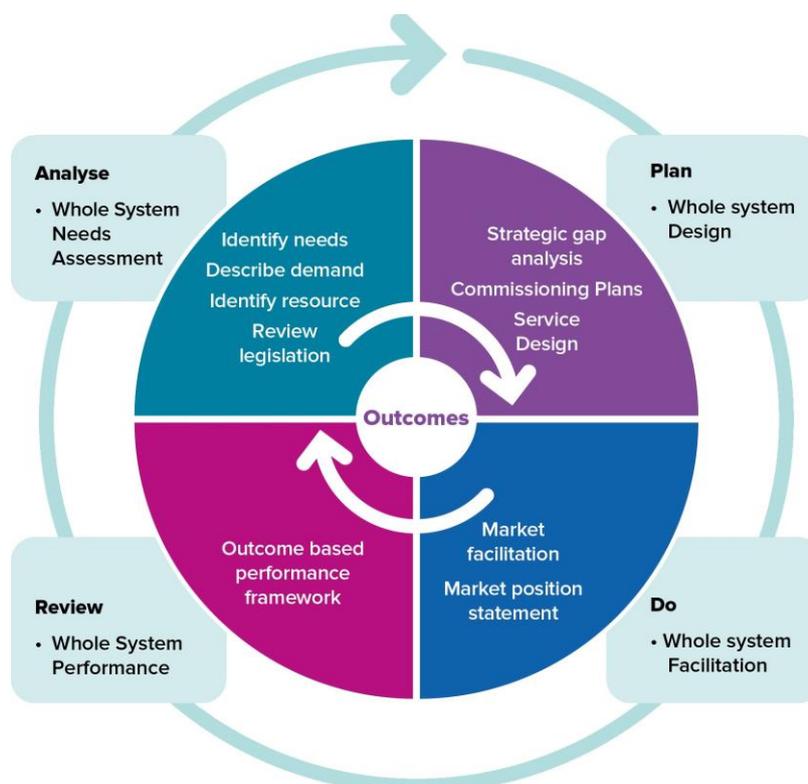
As a result of joint commitment by Scottish Government and COSLA to “The Promise,” colleagues have been progressing the first change plan which was published nationally. This has seen extensive work being undertaken in the development of our local “Family Support Model”. Building on this work to date, the organisational structure presents an opportunity to reduce the potential for duplication of multiple teams supporting the same family from housing support, education support and social care, there are opportunities, within this proposed model, for a consolidated Children, Families & Communities Function. Closer alignment will enable the Council to offer holistic person-centred support; to prevent escalation of need and crisis by enhancing multi-disciplinary working at a neighbourhood level.

The development of the next national change plan for “The Promise”, and the on-going development of the National Care Service Bill as it proceeds across the various parliamentary stages, will be likely to bring more opportunities for change, realignment and efficiencies. It will therefore be important to ensure strong awareness of how these inter-relate and develop in terms of future modifications to our teams.

Health Determinants:

Target Operating Model (V1.1) introduced a commissioning approach and this has become further embedded, as illustrated by the above founding of the Health Determinants Research Collaboration Aberdeen (HDRCA) between ACC and University of Aberdeen. This collaboration further enables us to move forward with a health-centred approach as an important element of our prevention agenda. The HDRCA outputs will directly support decision-making, impacting short, medium and long term inequalities. In doing so, it will enable early intervention and prevention, both improving health outcomes and reducing avoidable costs. The HDRCA bid was supported by 22 co-applicants. As a result, the council has gained a significant boost to its capacity and capability in the field of early intervention and prevention and has surpassed what was available within the one Chief officer post (for early intervention and prevention).

The HDRCA model is building on our well-established approach to commissioning by embedding an approach to monitoring and evaluation which we have struggled to resource within current structures.



3.1.4 Further changes following approval of 2023/24 budget

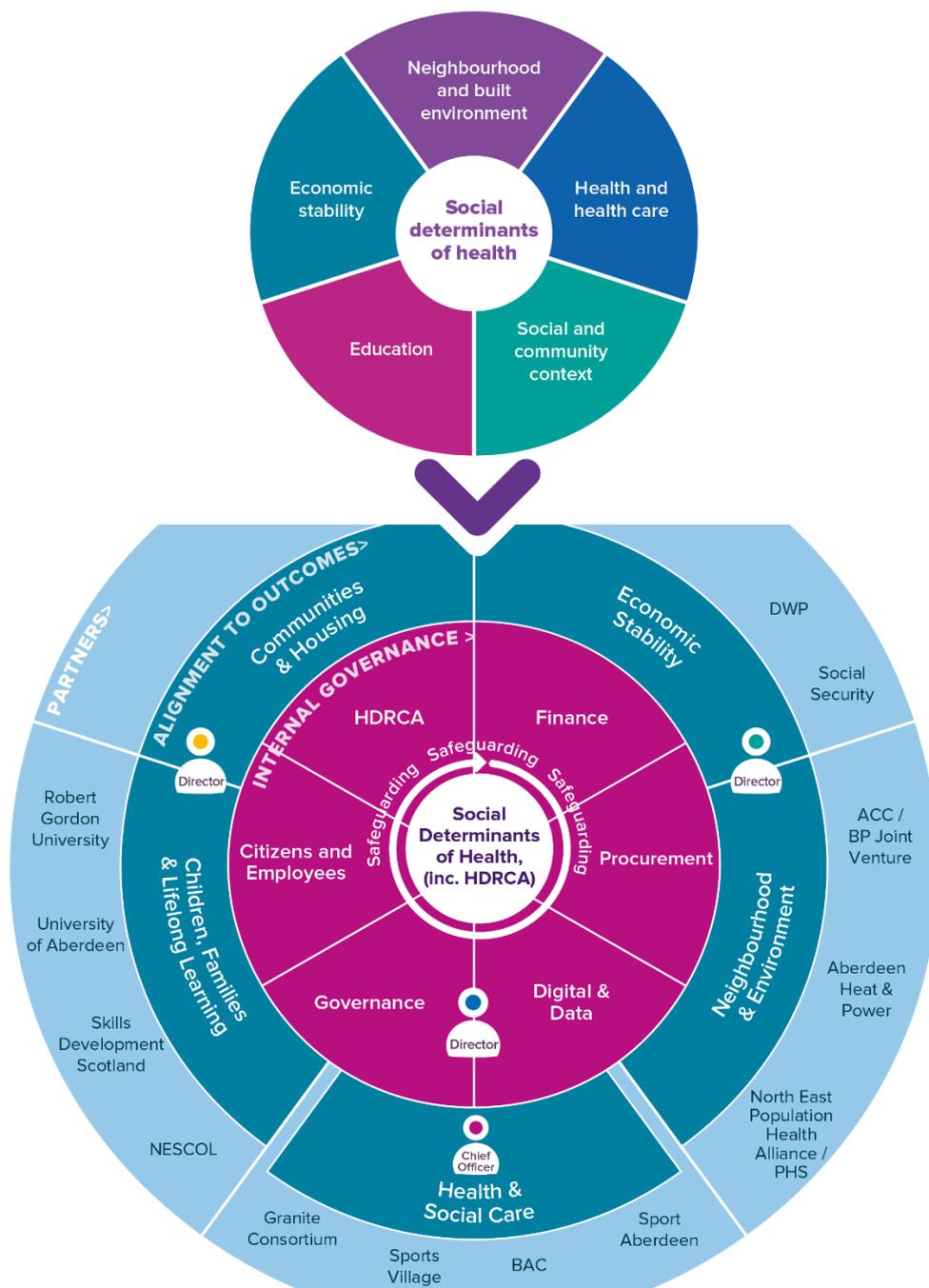
- The Director of Resources has notified of his retirement. This brings the move from a 4-director model to a 3-director model.
- Alignments have been achieved across the clusters of: Capital, Operations & Protective Services and Corporate Landlord; there remains further opportunity to consolidate and to align Corporate Landlord objectives with the focussed Housing Chief Officer role and this is reflected in the proposed structure.

Findings from the Engagement undertaken

- 3.1.5** A wide range of engagement has taken place across the key groups of staff and stakeholders:
- Chief Officers
 - Service Managers
 - Leadership Forum and their teams
 - Frontline staff
 - Trade Unions

Background Paper [Employee Engagement Tom 1.2](#) and [Appendix 11.2](#) provide full details on these engagements.

3.1.6 The engagement with senior managers focused on how the council could enhance its contribution to the determinants of population health, thereby supporting the achievement of the LOIP Outcomes. Discussions centred around the determinants of population health model set out in the following diagram. The conversations recognised that the council does not operate in isolation and that we need to ensure alignment on health determinants across the co-ordinating partnership structures, both at a city and regional level - as illustrated by the second part of the diagram below.



3.1.7 The engagement with members of the leadership forum focused on how to further remove internal duplication and make organisational processes easier, in order to release much-needed capacity. This resulted in the proposals for consolidating corporate services further together.

3.1.8 The second sphere of the above diagram seeks to convey a sense of a core central body responsible for the good governance of the council, which then supports and enables an enhanced co-ordination of our single agency and multi-agency work on the determinants of population health. Our multi-agency working is co-ordinated at both a city-wide and community level, however our own work is undertaken at a neighbourhood and family level. The evolution of our Family Support Model may see the need in the future for enhanced co-ordination of multi-disciplinary working at the neighbourhood and family level.

Alignment with CIPFA Principles of Good Governance

3.1.9 Approval of the Target Operating Model in 2017 led to some significant improvements in our governance framework, endorsed by Council in March 2018. The Scheme of Governance delivered, for the first time in Aberdeen, a full suite of governance documentation which is now firmly embedded in our operating structures and renewed annually to remain current and to ensure continuous improvement. This led to the Council being awarded the CIPFA accreditation in Good Governance in early 2020; re-awarded in 2022. The principles of the accreditation are reflected in our approved Local Code of Governance reported upon annually to the Audit, Risk and Scrutiny Committee in the Annual Governance Statement.

3.1.10 The proposals in this report recognise how far we have come in governance terms and commit to furthering our efforts and successes. We would expect to report on additional achievements in our Annual Governance Statement, as a direct result of the proposals, as below:

- I. **Behaving with integrity, demonstrating commitment to the ethical values, and representing the rule of law** – the operating model will continue to reinforce the importance of positive, respectful and constructive conduct in all parts of the organisation, and in our interactions with our partners as we deliver our multi-agency outcomes
- II. **Ensuring openness and comprehensive stakeholder engagement** – multi-disciplinary working relies on agile, sustainable and collaborative stakeholder engagement to deliver benefits for our population.
- III. **Defining outcomes in terms of sustainable economic, social and environmental benefits** – delivery of the Family Support Model and strengthening our contribution to population health across all five determinants by placing the HDRCA at the heart of our approach.
- IV. **Determining the interventions necessary to optimise the achievement of intended outcomes** – reducing inequalities through a health-centred approach which embeds prevention and supports delivery of our Local Outcome Improvement Plan.

- V. **Developing the entity’s capacity, including the capability of its leadership and the individuals within it** – consolidating services to remove duplication and improve the efficiency of our processes will make us a more capable organisation and ensure we manage our capacity with strong governance.
- VI. **Maintaining risk and performance through robust internal control and strong public** – placing internal governance at the centre of our operating model ensures that risk and performance management underpin our continuing transition to the model described.
- VII. **Implementing good practices in transparency reporting and audit to deliver effective accountability** – our Three Lines of Defence model, entrusting external audit and internal audit to ensure our continued accountability, third party governance through the ALEO Assurance Hub and Community Planning Partnership, and a refreshed Scheme of Governance to support the delivery of the revised structure. The production of annual effectiveness reports, a risk appetite statement, and information governance reporting demonstrate that we are a fully transparent organisation, and these will be further strengthened as our internal governance functions take their place at the centre of the proposed organisational structure. As our arms-length organisational model develops, our governance structure will flex to support these relationships, keeping our outcomes aligned to the population’s health.

3.1.11 Scheme of Governance

The Chief Officer Governance has the following delegated power:-

Following consultation with the Co-Leaders, to amend the Council’s Scheme of Governance documentation in order to:

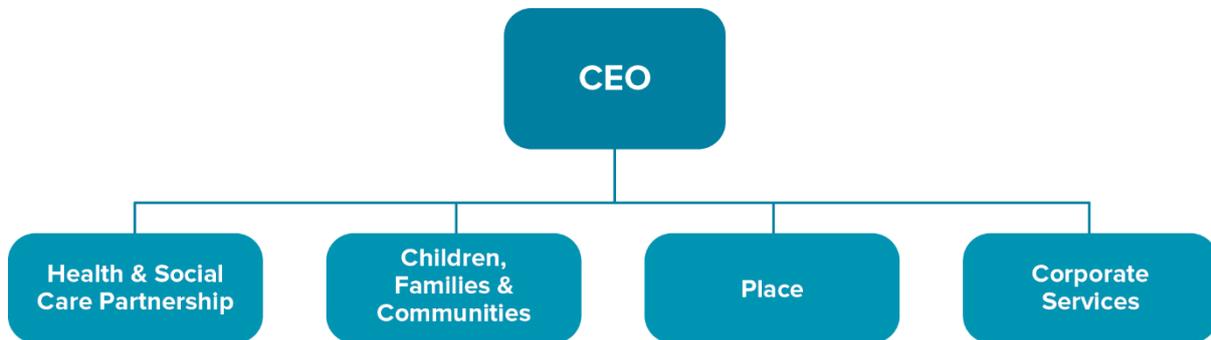
- Correct obvious, technical or clerical errors;
- Reflect the law (including changes to the law), government guidance, regulators’ guidance, codes of conduct, codes of practice and **Council policies and decisions**; and
- Alter the sequencing of provisions and add, remove or amend headings.

The next annual review of the Scheme of Governance is due to be reported to Full Council in June 2024. Prior to this, the usual reporting cycle for the annual Scheme of Governance was in February/March each year. This was delayed to June 2023 to allow the new committee structure time to embed. The review in June 2024 will reflect changes and required updates due to the approval of any new structure. This review will exclude the Terms of Reference of Committees and Council, which will be reported back in February/March 2025 (depending when the Council meeting falls). This will allow time for officers to engage with the Governance Reference Group and allow the Scheme of Governance annual review to return to a February/March cycle each year.

3.2 TOM 1.2: Revised Functional Structure and Tier 2 Proposals

3.2.1 Corporate Management Team Functional Structure: Three Director Model

The focus highlighted above and within *Appendix 11.4* draws the structure to 3 key functions (alongside the Health & Social Care Partnership), as pictured:



3.2.2 Children, Families & Communities: In October 2022 there was an expectation that the interim function's remit may be significantly affected by the structural proposals set out in the draft National Care Service (Scotland) Bill. Scottish Government commissioned CELCIS to undertake research to inform next steps around the delivery of children's services. Appendix 11.1 provides an overview of the 4 research strands and associated summary report published by CELCIS between June and December 2023..

Strand 1 (Rapid Evidence Review) of the research concluded that there were very few longitudinal studies available for review, and even fewer which look beyond a two-year timescale in their assessment of the impact of integration on outcomes for children and families. As a result, evidence for structural integration was deemed limited.

Strand 2 (Case Studies for Transformational Reform Programmes) explored a series of case studies. The research concluded that there is no one approach that can be recommended for implementation in Scotland. However, there is learning to be taken from the case studies, not least the consensus around the functions that require national leadership, investment and development; the critical importance of facilitating multi-agency working at the most local level to children and families; and the need to attend to the factors that support effective implementation of reforms. Findings strongly steer the focus on locality working to improve outcomes for children and families. The report also recognises the criticality of the interface between children and adult services.

The strand 3 (Mapping integration and outcomes in Scotland) analysis found that there is no consistent evidence to suggest that the level of structural integration of children's services within Health and Social Care Partnerships is associated with changes to outcomes for children, young people and their families in the period studied.

In the final strand of research (The views and experiences of the children's services workforce), CELCIS found a passionate, highly committed workforce that is working extremely hard to build supportive relationships with Scotland's children, young people and families to meet their needs but that it is a workforce

which faces many challenges in being able to do their best to improve outcomes for the people they work with.

The concluding report (Children's Services Reform Research; Learning and Implications for Scotland) concluded that there is no clear structural solution that can be recommended for implementation.

The review of existing national and international evidence did however highlight the importance of relationships between children, young people, families and the practitioners who support them, and of multi-agency working at the local/community level. The study determined that there are key elements which contribute to creating the optimal conditions for implementing effective, sustainable change to improve support and outcomes:

- Supportive, trusting and consistent relationships between children, young people and families, and the practitioners who support them.
- A focus on realising rights and improving the participation of children, young people and families in decisions which affect their lives.
- Local, high quality and long-term funded service provision that is non-stigmatising and responsive to the wide range of needs of children and young people, families and communities.
- A sufficient and skilled workforce who have manageable workloads and receive the support they need from leaders at all levels.
- Some functions being led at a national level, including development and implementation of national policy and guidance, workforce planning and data infrastructure to support local service delivery.
- Structures which actively enable the workforce to provide the help and support that children, young people and families need, and to work together in partnership seamlessly across service and system boundaries.
- Effective and wide-reaching measures to combat the poverty faced by many children and families.
- A simplified and aligned legislative and policy landscape.
- An approach to planning and implementing change that acknowledges the complexity of human relations and systems, makes the best use of existing evidence but also pays attention to emerging learning. The approach needs to use both technical strategies and innovation to overcome barriers and achieve sustainable outcomes, being supported by people skilled in complex change, sufficiently resourced and with a long-term commitment.

These areas will be taken into account as the new Children, Families and Communities directorate is formed. A more detailed overview of the research findings is available in Appendix 11.1.

The Scottish Government has now clarified that they are keen to establish a national framework for shared accountability and that Local Authorities will retain legal responsibility for the delivery of social care and social work functions, as well as retaining staff and assets. In addition, a new National Care Service Board

structure will be created, accountable to both Local Government and Scottish Ministers, with responsibility for national improvement, standards and oversight, and with an agreed escalation framework in place for when standards are not met.

Whilst there has been a stated position by Scottish Government that council staff would not transfer to the NCS, the Government continues to consider its position on the approach to Children and Justice services within a National Care Service, informed by the CELCIS Research referenced above. Current discussions between the Government and COSLA, continue and the outcome of the negotiations between Scottish Government and COSLA will likely be known at Stage 2 of the Bill reading, with Stage 1 having been extended until 1st March.

Notwithstanding, the proposal is to move from interim to permanent arrangements. The establishment of a permanent Director - Children, Families and Communities will enable the Council to continue to develop our approach to family support, which is critical and will improve the co-ordination of multi-disciplinary teams at neighbourhood level in keeping with the findings of the published CELCIS research. The Director will need to understand and explore the relationship between the scope of the NCS National Board, and where there is local decision-making regarding delegation of functions to the local care board. This will be in discussion with the new IJB Chief Officer for Aberdeen City. .

The requirements within the proposed role of Director Children, Families & Communities (see job profile at *Appendix 11.5*) will provide the resilience, focus and expertise to take this forward.

3.2.3 Place: This function retains the alignments that we have already achieved between Strategic Place Planning and City Growth, and will now look to also include place-based capital investment, within a portfolio that can oversee programmes from inception through to delivery. The alignment of Strategic Place Planning, with its strategic leadership of net zero and adaptations, alongside the revised Operations portfolio - which covers much of the activities associated within our net zero strategies – will support our transition between the adaptations and mitigating agendas.

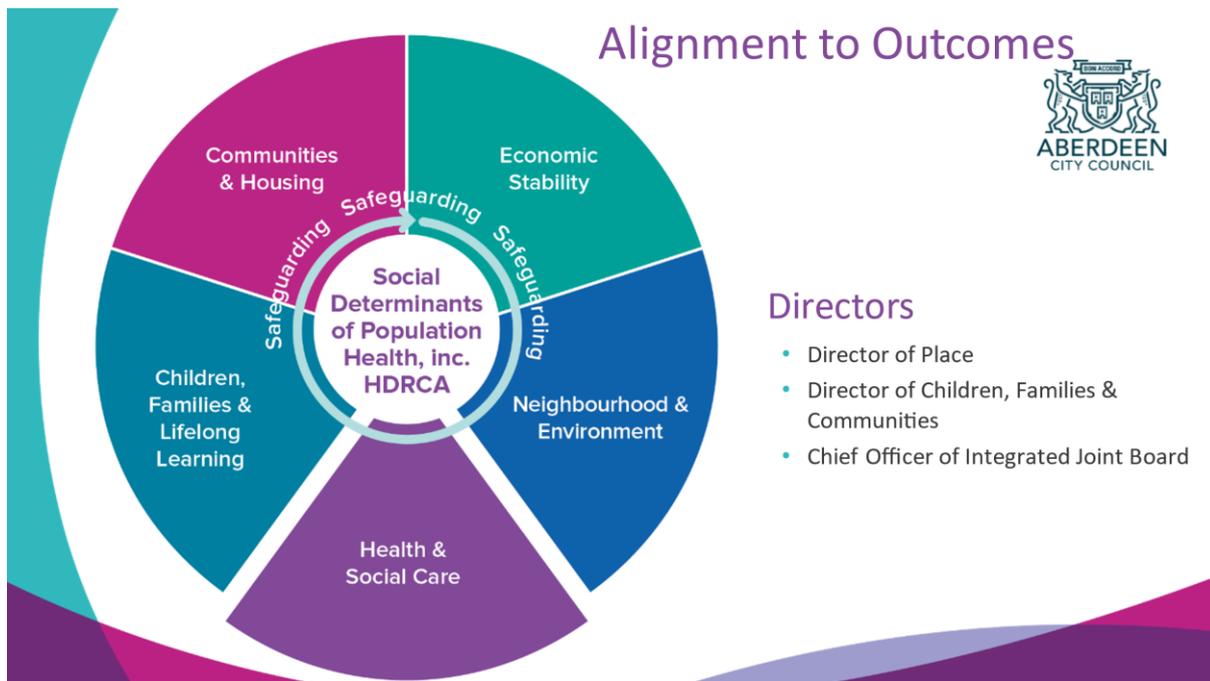
3.2.4 Corporate Services: This portfolio will bring together all our services which support the strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability across HDRCA and Procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

3.2.5 Health and Social Care Partnership: The structure highlights the Integration Joint Board (IJB) (established jointly with NHS Grampian) led by a Chief Officer role. This leadership capacity will continue and has ensured the delivery of TOM 1.1, alongside ongoing "business as usual" operations and some exceptional elements, including the Covid-19 pandemic. The current integrated children services plan and the strategic plan of the IJB both recognise the criticality of positive transitions from children services to adults. These proposals will enable

the further integration of multi-disciplinary teams working together with whole families.

3.2.6.

As we consider the co-ordination of activities underneath each Director through each Chief Officer's portfolio, there is an opportunity to maximise the work we do as a council on each of the determinants of population health and enhancing the integration of this work.



3.2.7 Tier 2 Proposals: Chief Officers

The proposed Chief Officer remits provide for the following:

- An enhanced focus on the city's Net Zero Route map and Strategies as a key part of our Operations remit, with a closer alignment between Operations and Strategic Place Planning in the goal of achieving net zero;
- A further increased emphasis on prevention and early intervention through our emerging approach to family support and the alignment of services across the 3 tier model. These will serve to minimise the impact of poverty on children, through the revised portfolio of Children, Families and Communities;
- A release of capacity to focus exclusively on the prevention of homelessness, which is achieved through the revision of the CO Early Intervention and Community Empowerment portfolio;
- The additional capacity and capability of the HDRCA to strengthen the leadership of our approach to commissioning for early intervention and prevention;
- A formalisation of the current interim People and Customer amalgamation under one Chief Officer role, by ensuring our employees have the culture, training and resources accessible to them to do the right thing by our customers. This gives increased focus on building relationships with citizens and supporting community capacity building. This proposal follows the success of the interim period;
- Chief Planning Officer responsibility/implications: The Town and Country Planning (Scotland) Act 1997 (as amended) requires that each authority must now appoint a Chief Planning Officer. The appointment and role of the Chief Planning Officer became a statutory requirement in 2023, to advise authorities on planning and other functions relating to development, and is to help strengthen leadership on planning and corporate recognition of the importance and positive influence of planning within their authorities.
- The dedicated Data Insights (HDRCA) role, as detailed above;

3.2.8 CHIEF OFFICER POSTS

Proposed Job Role/Title	Summary of Change to Comparable Role
1. Chief Officer – People & Citizen Services	Amalgamation of People & OD and Customer Experience, with addition of Financial Inclusion.
2. Chief Officer - Digital & Technology	None
3. Chief Officer – Governance	Inclusion of Protective Services and Community Safety & Enforcement.

4. Chief Officer - Commercial & Procurement Services	None
5. Chief Officer - Finance	None
6. Chief Officer - Corporate Landlord	Inclusion of Building Services and Facilities Management.
7. Chief Officer - City Growth	None
8. Chief Officer - Capital	None
9. Chief Officer – Strategic Place Planning	Inclusion of new Statutory Role - Chief Planning Officer. Removal of Housing Strategy
10. Chief Officer - Operations	Removal of Protective Services, Facilities Management and Building Services. Enhanced focus on the city's Net Zero Routemap and Strategies as a key part of our Operations remit.
11. Chief Officer - Data Insights (HDRCA)	Inclusion of HDRCA
12. Chief Officer - Education & Lifelong Learning	Inclusion of Libraries and Community Learning.
13. Chief Officer - Children's Social Work & Family Support	None
14. Chief Officer - Housing	Inclusion of Housing Strategy. Removal of Community Planning, Financial Inclusion and Community Safety & Enforcement.

3.3 Organisation Culture

3.3.1 People Managers at Aberdeen City Council play a crucial role in our cultural transformation: in aligning their teams with the strategic aims; supporting them through challenges; and ensuring they have the right skills and working environment to thrive. Our [Leadership & Management Development Programme](#) ensures that the behavioural context for this group is in place to support the TOM 1.2 structure. Five core capabilities run throughout the capability and development frameworks for all People Managers and Chief Officers. These capabilities have been built around our Guiding Principles, which were built by employees and for employees. So, in addition to aligning employees to our strategic goals, the Capability Framework reinforces the culture needed from, and desired by, our workforce.



3.3.2 Our leadership forum sessions have generated feedback with a strong emphasis on further developing our culture, to realise a shared desire to be able to hold each other to account and the concept of collective and mutual accountability. The whole system approach within the proposals relies on this across the organisation and with our partners, to create an environment which can support, for example, locality-based teams which are multi discipline where health needs and council services come together for our citizens. A compelling example of this was provided by the report on the Edge of Care Pilots at E&CS Committee in July 2023, detailing the multi-disciplinary working which took place and, why these teams are being successful – ie the basis of trust, commitment, a focus on the same purpose/goal and mutual accountability. This is a growing way of how we do our business as following on from TOM 1.1 and 1.2.

3.3.3 The approved workforce strategy within TOM 1.2 and the workforce delivery plan brought the accompanying refreshed capability framework, to be tailored for all job families. This approach represents a shift away from levels of responsibility within a hierarchy and towards employees being grouped by the nature of their work and encourages self-leadership in employees of all job families, clarifying their role and responsibility as a peer. The refresh embeds strategic goals such as digital transformation, climate change and equality, diversity and inclusion and supports self-directed learning, career progression and movement. The development designed to accompany the frameworks nurtures the capabilities which facilitate the organisational culture required within the TOM 1.2 structure.

3.4 bp Joint Venture

On 3 February 2022 (COM/22/031), the City Growth and Resources Committee resolved to approve the appointment of the Director of Resources, and the Director of Commissioning as Directors of the JVCo to undertake the Director functions. It is recommended that approval now be given to replace the Director of Resources with the Chief Officer Strategic Place Planning as a Director of the bp Joint Venture.

The Committee also approved the Director of Resources to discharge the Shareholder Reserved Matters. The Shareholder Reserved matters were sub-delegated to the Chief Officer Governance, and so it is proposed in recommendations that this delegation be formally given to the Chief Officer Governance.

There are obligations under the Shareholders Agreement (Clause 8.4) to inform both bp and bpAHEL prior to the appointment or removal of a Director. This will be done

following any approvals as per the recommendations in this report. Should the change in Director appointment be approved, the Company Secretary will file the necessary changes with Companies House.

4. FINANCIAL IMPLICATIONS

4.1 The net saving gained from moving from a 4 Director to a 3 Director model, alongside amalgamating the former Chief Officer People & Organisational Development and Chief Officer Customer Experience posts to the Chief Officer People & Citizen Services role, is £276k.

5. LEGAL IMPLICATIONS

5.1 In implementing the structural changes under TOM 1.2, the Council must continue to comply with its statutory obligations as a local authority and with relevant Council policy, statutory rules and regulations in respect of the changes impacting Council staff. The proposed structure includes all those posts required in law to be included within the organisational structure and all the specific statutory duties are detailed within the respective job profiles.

As part of this, the Chief Executive’s job profile is included within *Appendix 11.5*, to reflect the update to Council of 14th June 2023 (Item 14), in confirming that the Chief Executive will be the Returning Officer.

6. ENVIRONMENTAL IMPLICATIONS

6.1 There are no direct environmental implications arising from the recommendations of this report.

7. RISK

The assessment of risk contained within the table below is considered to be consistent with the Council’s Risk Appetite Statement.

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?

Strategic Risk	This proposal is in place to mitigate against the risk of: failure to focus/prepare adequately for the challenges facing us as a Council would result in disjointed services and missed collaboration opportunities .	Approval of the recommendations contained within the report will help to achieve the target risk level	M	Yes
Compliance	Failure to deliver the programme resulting in a failure to balance the budget	Robust governance arrangements and programme of work are in place to ensure delivery of the transformation programme.	M	Yes
Operational	Services/clusters not aligning or preparing successfully to achieve desired outcomes set out.	Robust people support to be in place to ensure full engagement of and with the affected teams.	L	Yes
Financial	None			
Reputational	None			
Environment / Climate	Services/ Clusters not meeting our statutory obligations on carbon	The Council's own plans and strategies have been developed to ensure carbon reduction and	L	Yes

	monitoring and carbon reduction targets.	tackling climate change is everyone's responsibility. Strong culture of developing climate literacy in both officers and elected members to deliver results.		
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8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2023-24</u>	
	Impact of Report
Aberdeen City Council Policy Statement <u>Working in Partnership for Aberdeen</u>	These proposals take forward the enabling strategies and transformation programme articulated within the TOM 1.2, and form part of the next steps for delivery of the outcomes and commitments.
<u>Aberdeen City Local Outcome Improvement Plan</u>	
Prosperous Economy Stretch Outcomes	These proposals take forward the enabling strategies and transformation programme articulated within the TOM 1.2, and form part of the next steps for delivery of the outcomes and commitments.
Prosperous People Stretch Outcomes	
Prosperous Place Stretch Outcomes	

Regional and City Strategies	These proposals take forward the enabling strategies and transformation programme articulated within the TOM 1.2, and form part of the next steps for delivery of the outcomes and commitments.
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9. IMPACT ASSESSMENTS

ASSESSMENT	OUTCOME
Integrated Impact Assessment	<u>Stage 1 completed.</u>
Data Protection Impact Assessment	Not required
Other	None

10 . BACKGROUND PAPERS

10.1 Putting Learners at the Centre: Towards a Future Vision for Scottish Education
Dr Ken Muir, also the Scottish Government response to these recommendations.
<https://www.gov.scot/news/new-national-education-bodies/>

10.2 TOM 1.2 [report.](#)

10.3 Centre for Excellence for Looked After Children in Scotland (CELCIS) Research
[Case-studies-transformational-reform-programmes](#)

10.4 [Edge of Care Pilots: E&CS Committee July 23](#)

[Appendix A Child Poverty Report.pdf \(aberdeencity.gov.uk\)](#)

[Appendix B Pilot Case Studies.pdf \(aberdeencity.gov.uk\)](#)

10.5 [Employee Engagement TOM 1.2](#)

11. APPENDICES

11.1 Children's Services Reforms for Council

11.2 Consultation & Trade Union Engagement

11.3 Structure Charts: Current & Proposed

11.4 Chief Executive, Director and Chief Officer Job Profiles

11.5 Job Matching Process for Directors and Chief Officers

12. REPORT AUTHOR CONTACT DETAILS

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