

ABERDEEN CITY COUNCIL

COMMITTEE	Communities, Housing and Infrastructure
DATE	13 January 2015
DIRECTOR	Pete Leonard
TITLE OF REPORT	Phase 3 – Proposal for Service Manager Restructure
REPORT NUMBER	CHI/14/059
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

- 1.1 At the meeting of full Council on Wednesday 20th August, Directors were instructed to develop proposals for phase three of their restructures and to report those proposals to the appropriate committee within two cycles.
- 1.2 This report subsequently presents proposals for the restructure of service manager posts across Communities, Housing and Infrastructure.

2. RECOMMENDATION(S)

It is recommended that Committee note the following:

- a. The proposed service manager structure for Communities, Housing and Infrastructure
- b. The timeline for implementing the proposals in accordance with the scheme of delegated powers of 8 October 2014 and general delegations to chief officers, item 23:

To permit Directors to undertake restructuring including establishing new posts, converting posts, changing grades and changing job titles, all in consultation with the Head of Human Resources and Organisational Development, provided that such changes are within the approved service budget and that the required consultation with trades unions has been undertaken.

- c. A further progress report to be issued to Committee on 18 March 2015 detailing the work undertaken in the development of job

profiles, the evaluation of posts and the associated involvement and consultation undertaken with staff and trade unions.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications of this report will not be known until job profiles have been developed (where required) and the associated job evaluations have been completed. New staffing arrangements will however be made within the current budget.
- 3.2 A fully costed business case for the Directorate will be prepared during January/February 2015. This business case will be reported to Communities, Housing and Infrastructure on 18 March 2015.

4. OTHER IMPLICATIONS

- 4.1 Some of the proposals detailed in this report identify a new layer of third tier management across the Directorate. It is not anticipated that the inclusion/creation of these roles will have an impact on the grades of current service manager posts.
- 4.2 Both staff and trade union representatives will be consulted on the final business case during January and February 2015.

5. BACKGROUND/MAIN ISSUES

5.1 Context of the restructure

- 5.1.1 Phase 2 of the senior management restructure was approved by Council on 20 August 2014. This has paved the way for phase 3 – designing the third tier service manager structure for each directorate.
- 5.1.2 The restructure of the Council is about making the organisation fit for the future based on the Shaping Aberdeen ‘triple aim’ triangle as a measure of effectiveness as illustrated below. The triangle is about improving customer experience, improving staff experience and making best use of resources:



5.1.3 The proposals for Communities, Housing and Infrastructure detailed in this report have been developed in line with Shaping Aberdeen and its objectives:

1. Housing - delivering affordable housing

- Remove the remaining barriers to bring forward developable land
- Deliver more affordable homes both for rent and sale
- Enable the private sector to deliver

2. Digital - connecting Aberdeen

- Increase the speed of the internet connectivity
- Increase coverage
- Reduce costs to allow wider participation

3. Transport - moving Aberdeen forward

- Improve access to the airport
- Reduce congestion and journey times
- Improve cross-city connections

4. Skills and Labour - developing our future

- Attract and retain a workforce that meets Aberdeen's needs
- Equip the local workforce with the skills required for the local economy
- Make Aberdeen a more desirable location to live and visit

5. Image and Regeneration - investing in Aberdeen; transforming communities

- Boost the external appeal of the city as a place to live, visit and invest
- Encourage pride in calling Aberdeen home
- Celebrate and showcase existing strengths

5.1.4 Communities, Housing and Infrastructure is responsible for a broad range of services that the Council provides to those who live, work, visit and invest in the City of Aberdeen.

5.1.5 It brings together teams and individuals in order to support the development of enhanced strategic planning capability and improved joined-up operational practices in the following areas:

- City-wide and neighbourhood community planning and capacity building
- Customer oriented services that are delivered within people's homes and communities
- Management and development of the Council's land and property assets
- Management and development of Aberdeen's external environment
- Planning and sustainable development
- Economic development.

5.1.6 Developing the proposals

Since August, the heads of service within Communities, Housing and Infrastructure have been working with their teams to develop proposals for how they each wish to take their service area forward.

5.1.7 Key to the success of this work has been the input and involvement of staff from across the service areas. A programme of opportunities has been made available for staff to share their thoughts, opinions and comments on what works well and not so well within the current operating structure and environment (see Appendix A – Communication Log).

5.1.8 A key message has been communicated to staff throughout the process - the commitment of the senior management team in supporting staff and in ensuring everyone works together to shape the future direction of Communities, Housing and Infrastructure.

5.1.9 The proposals detailed in this report are not about making change for change sake. In some instances, there is no or little change to current

third tier management arrangements. In other instances the change proposals are more significant.

5.1.10 These proposals are about enabling the delivery of improved services and outcomes for our communities and customers.

5.1.11 During the first quarter of 2015, the heads of service will develop job profiles and costed business cases for their proposals. This work will be undertaken in consultation with staff and trade unions. Appendix B outlines the timeline of activity that will take place.

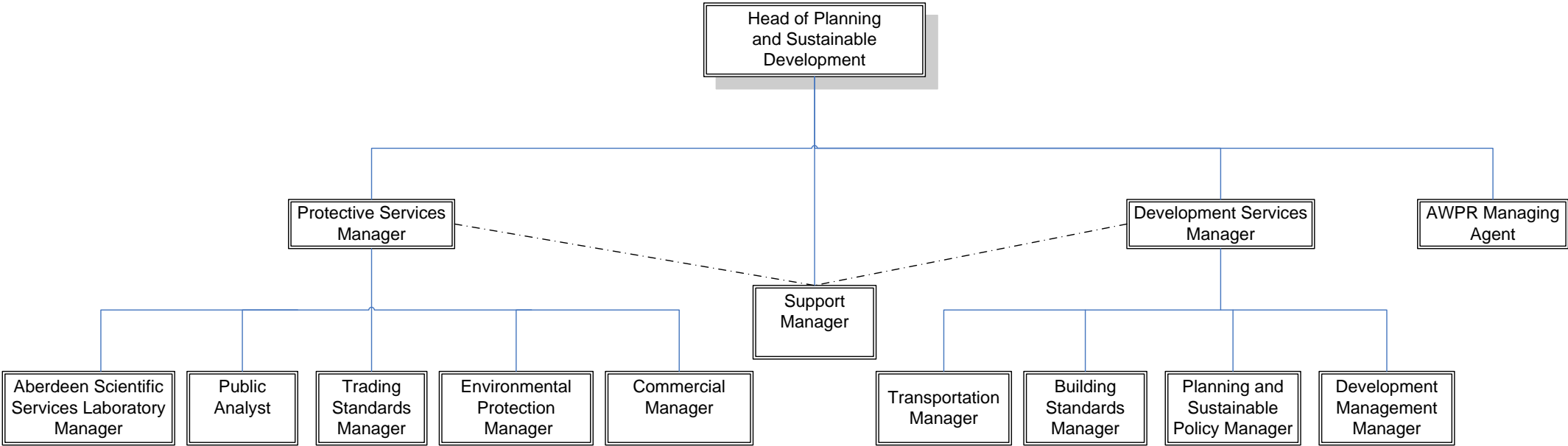
5.1.12 Richard Sweetnam, the new Head of Economic Development will take up his post on 18th February 2015. Once in post, Richard will work with the Team to review current priorities and practices and to determine if any structure changes are required.

5.1.13 Until this time, the current interim operating arrangements will continue with the Team reporting into the Head of Planning and Sustainable Development.

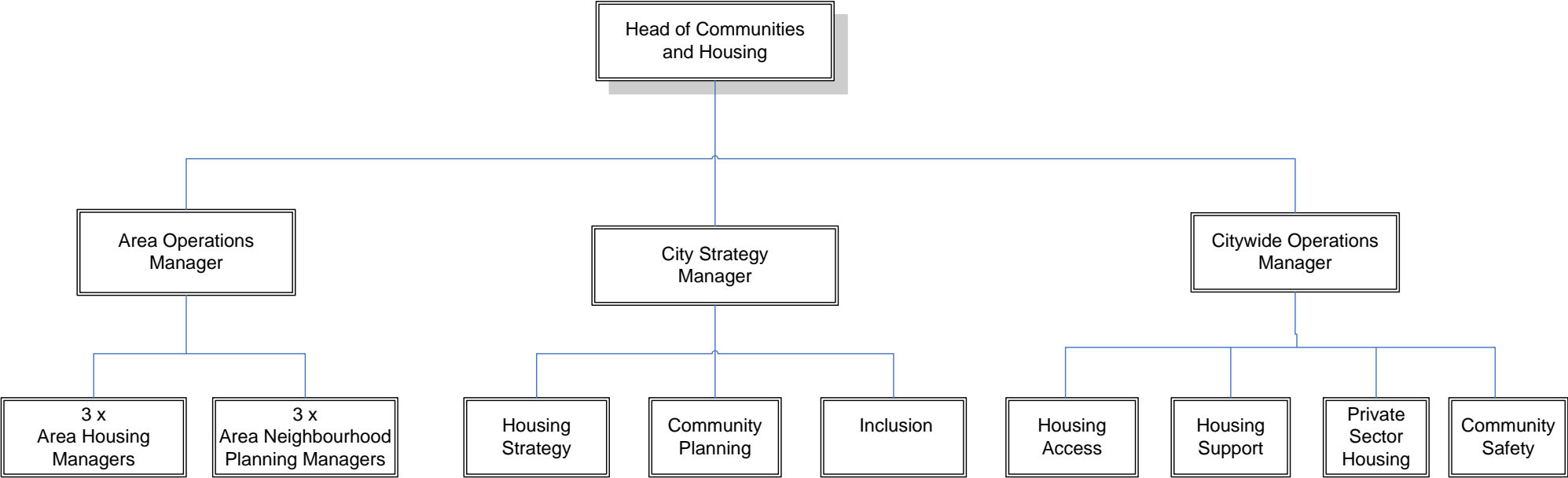
5.1.14 The Proposals

The charts below illustrate the structure proposals for each service area within Communities, Housing and Infrastructure. Contextual information relating to each proposed structure is presented by each head of service in Appendix C.

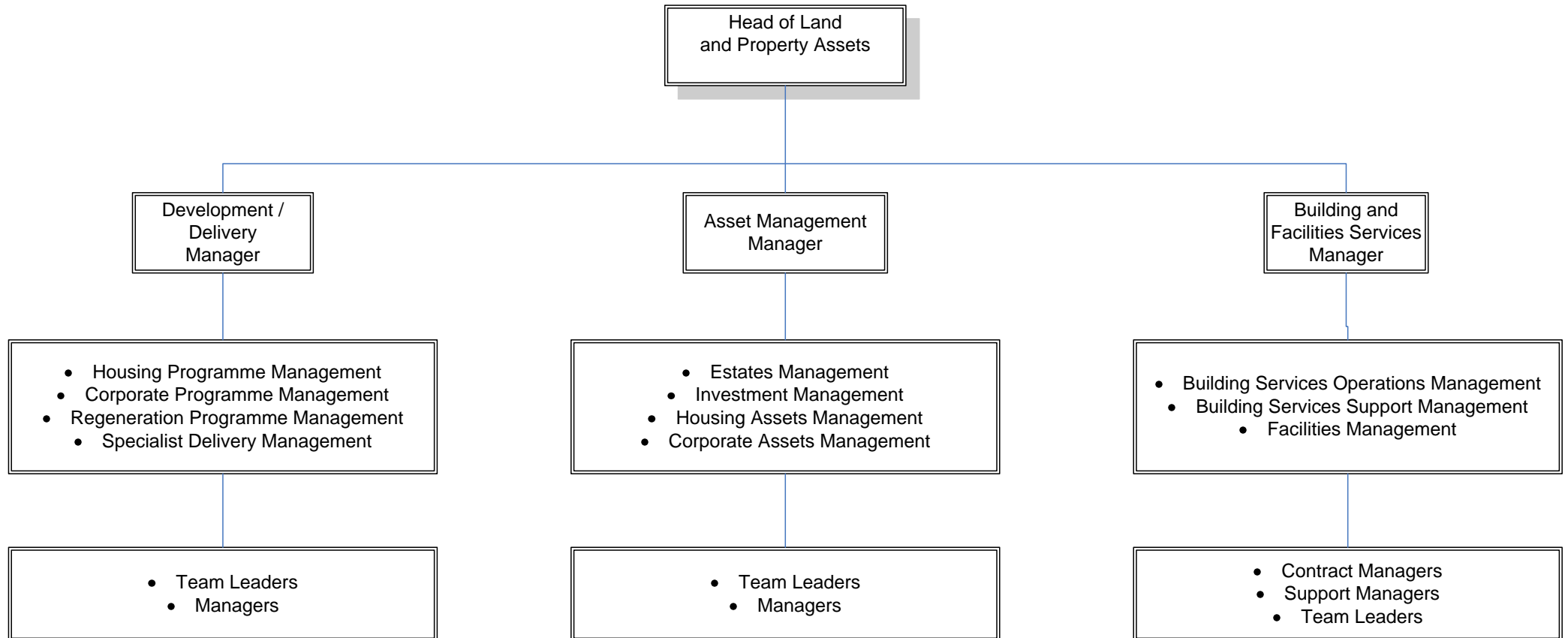
Planning and Sustainable Development



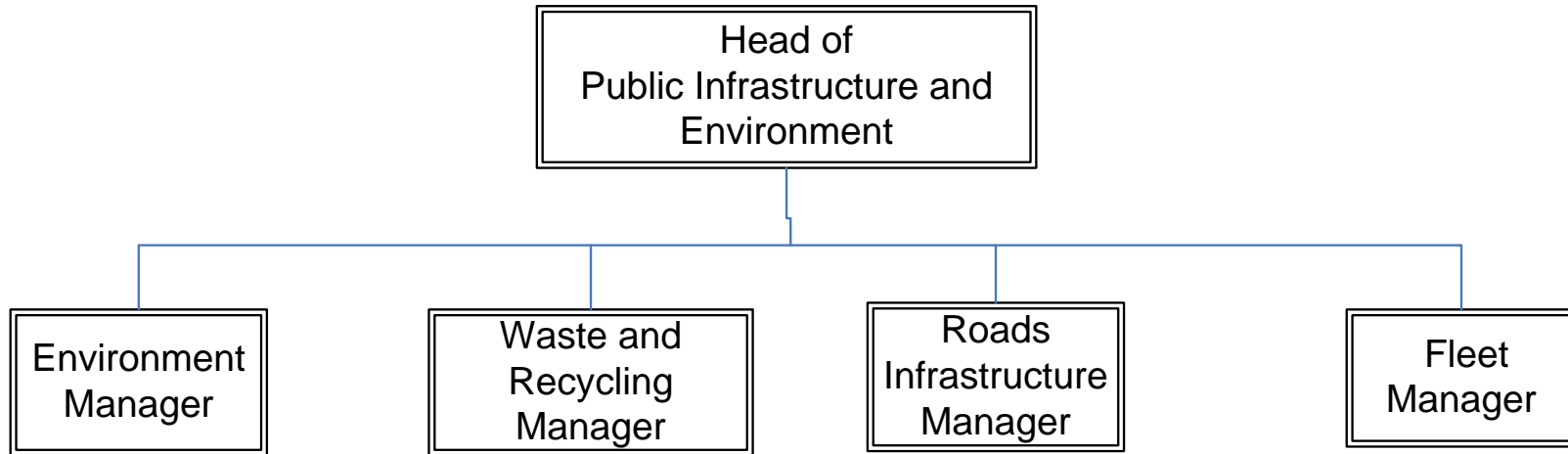
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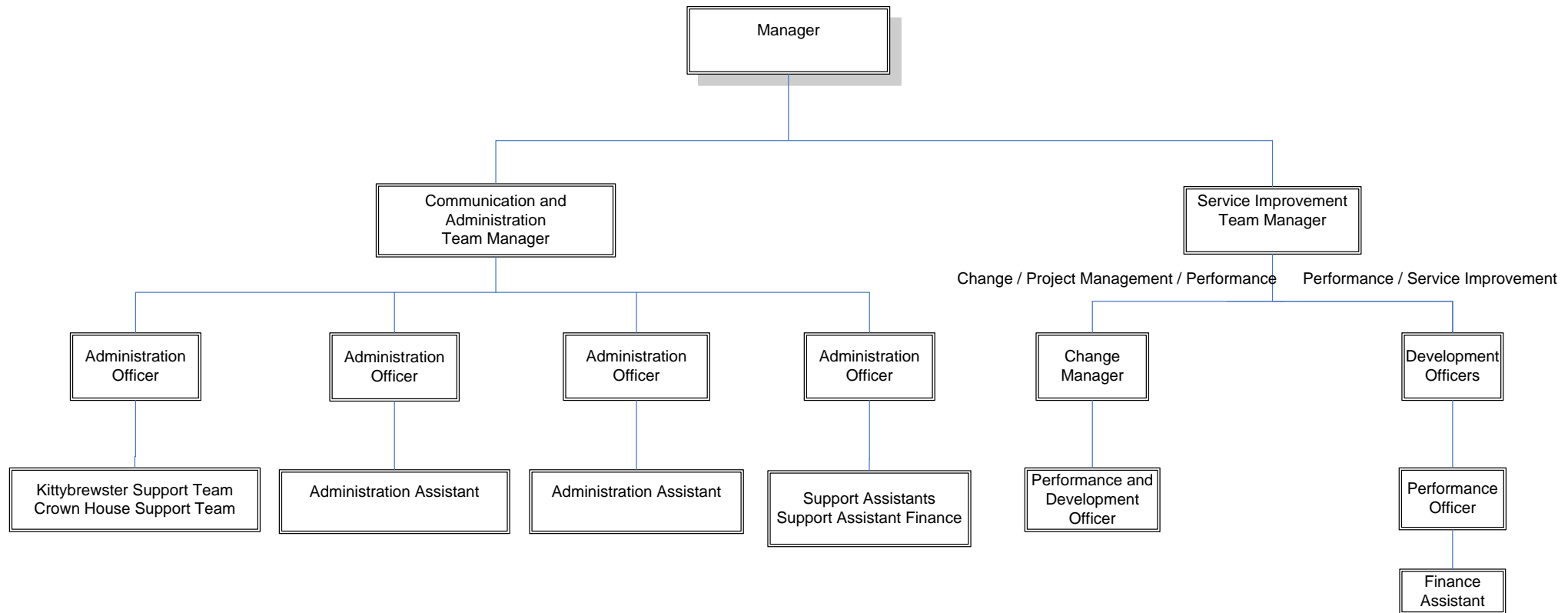
Land and Property Assets



Public Infrastructure and Environment



Directorate Support / Business Management – Interim Structure Pending Review in 2015



6 IMPACT

- 6.1 The primary impact of this report is on existing Service Managers. Service Managers have been involved and engaged in the development of the proposals and this will continue during the next stage of the work as outlined in Appendix B.
- 6.2 The draft version of this report was made available to all staff within Communities, Housing and Infrastructure via The Zone and heads of service. An addendum will follow detailing the feedback received and responses from the senior management team.
- 6.3 The proposals detailed within this report are in-line with Smarter Aberdeen objectives and will also support the development and delivery of the single outcome agreement.

7. MANAGEMENT OF RISK

Each Service will be responsible for reviewing and developing existing risk registers relating to their specific areas of service delivery.

8. BACKGROUND PAPERS

OCE/14/034 Report to Council on 20 August 2014 - Organisational Review (Phase Two)

9. REPORT AUTHOR DETAILS

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APPENDIX A – Communication Log

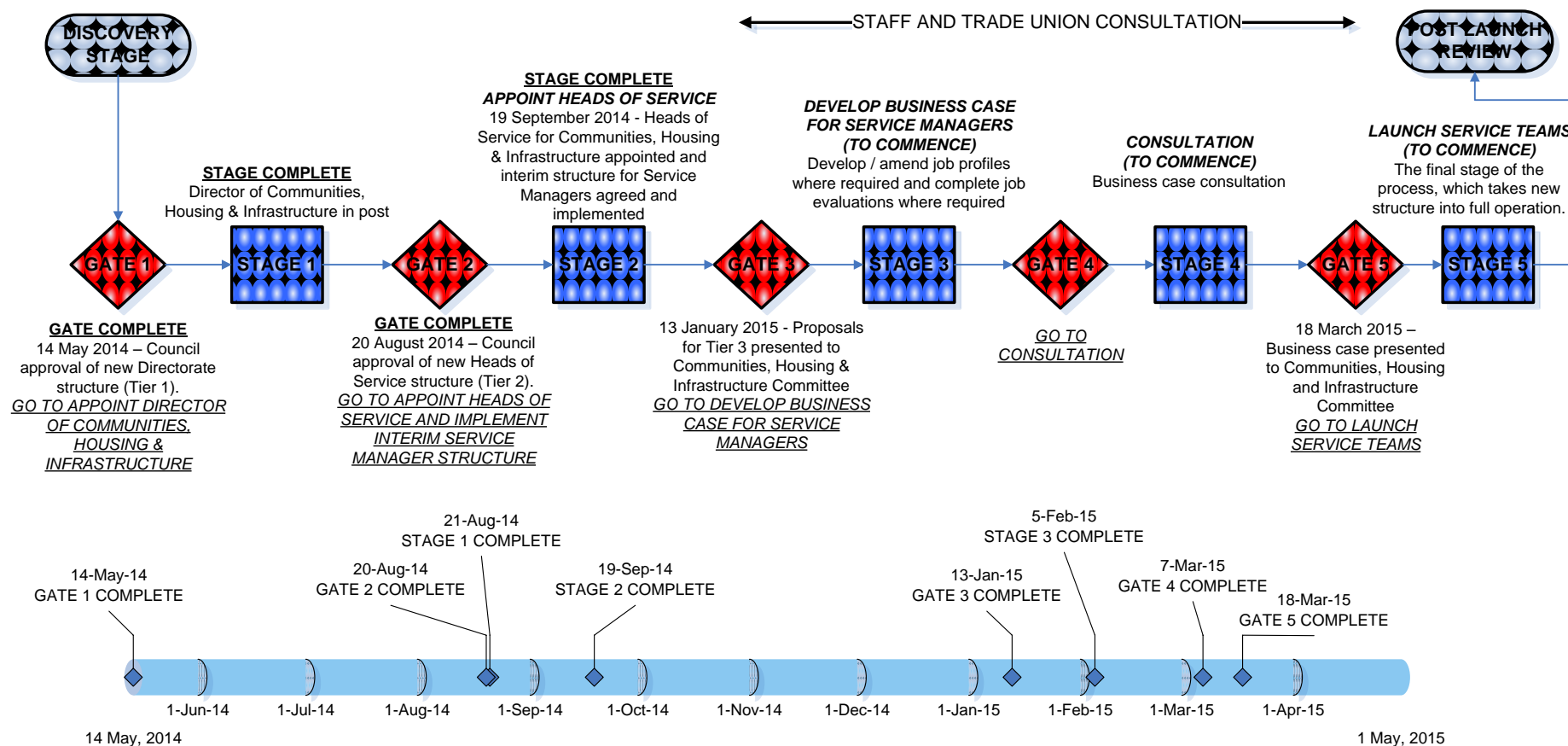
This appendix details the various communication activities that have taken place across Communities, Housing and Infrastructure in the development of the proposals detailed in this report. In addition to the activities listed, Heads of Service have also undertaken various individual meetings with their current Service Managers and managers have had further discussions with their teams, feedback from which has been used to refine these proposals.

Date	Type of Communication	What	To Whom	By Whom
28-Aug-14	Email	Announcement of Director appointment	All staff	Pete Leonard
23-Sep-14	Email	Announcement of Heads of Service, interim structure and timescale	All staff	Pete Leonard
25-Sep-14	Power point presentation and briefing	Directorate vision and timescale	Direct reports to Heads of Service	Pete Leonard
01-Oct-14	Zone Page	Creation of project update page	All staff	Claire Hunter
14-Oct-14	Briefing for Service Managers and Team Leaders	Overview of each Service area and vision for the future	Service Managers and Team Leaders	Heads of Service
15-Oct-14	Email	Electronic version of briefing feedback form	Attendees at briefing 14/10/14	Claire Hunter
15-Oct-14	Briefings x 2	Meeting and briefing staff	Fleet Service Staff	Mark Reilly
15-Oct-14	Meeting	Developing initial proposals	Planning and Sustainable Development SMT	Margaret Bochel
16-Oct-14	Briefing	Meeting & briefing staff	Roads staff	Mark Reilly
17-Oct-14	Zone Page	Communications Tool Kit uploaded to Zone	All Staff	Angela Thain
17-Oct-14	Email	Link to Communications Tool Kit on Zone – Service Managers briefed to use toolkit for communicating with staff about the structure process	Service Managers	Angela Thain
22-Oct-14	Zone Page	Restructure General Feedback Form	All Staff	Angela Thain
22-Oct-14	Meeting	Developing initial proposals	Planning and Sustainable Development SMT	Margaret Bochel
23-Oct-14	Email	Electronic version of General Feedback form	Service Managers	Angela Thain
27-Oct-14	Meeting	Meeting and briefing staff	Kittybrewster Office Staff	Mark Reilly
28-Oct-14	Email	Electronic version of feedback form and link to Communications Tool Kit	Attendees at briefing 28/10/14	Angela Thain
28-Oct-14	Briefing for Service Managers and Team Leaders	Overview of each Service area and vision for the future.	Service Managers, Team Leaders and Trade Union Reps	Heads of Service
29-Oct-14	Meeting	Meeting discussing structure	Communities and	Donald Urquhart

			Housing SMT	
29-Oct-14	Meeting	Meeting and briefing staff	Waste Services Frontline staff	Mark Reilly
04-Nov-14	Presentation	Presentation of new structure to staff	Kincoth Depot Building Services staff	John Quinn
05-Nov-14	Meeting	Meeting	Union Reps	John Quinn
05-Nov-14	Meeting	Meeting and briefing staff	Environmental Services Frontline staff	Mark Reilly
05-Nov-14	Presentation	Presentation of new structure to staff	Hilton Depot Building Services staff	John Quinn
05-Nov-14	Workshop	Workshop about amalgamation of teams	Business Support Teams	Claire Hunter Carol Fraser Mike Hearn
05-Nov-14	Presentation	Presentation of new structure to staff	Marischal Facilities Staff	John Quinn
06-Nov-14	Presentation	Presentation of new structure to staff	Kittybrewster building services staff	John Quinn
07-Nov-14	Presentation	Presentation of new structure to staff	Seaton Depot building services staff	John Quinn
10-Nov-14	Workshop	Workshop about restructure of Communities and Housing	Communities and Housing SMT	Donald Urquhart
10-Nov-14	Meeting	Meeting and briefing staff	Environmental Services Frontline staff	Mark Reilly
10-Nov-14	Presentation	Presentation of new structure to staff	Marischal Estates Management staff	John Quinn
10-Nov-14	Presentation	Presentation of new structure to staff	Marischal Corporate Assets staff	John Quinn
11-Nov-14	World Café Event	Discuss ethos and initial development of structure proposals	All Staff	Margaret Bochel
11-Nov-14	Presentation	Presentation of new structure to staff	Northfield Depot building services staff	John Quinn
11-Nov-14	Presentation	Presentation of new structure to staff	Marischal Facilities team	John Quinn
12-Nov-14	Presentation	Presentation of new structure to staff	Crown House Housing Assets staff	John Quinn
12-Nov-14	Presentation	Presentation of new structure to staff	Crown House Construction Consultance staff	John Quinn
13-Nov-14	Open Door Session	Open Door Session (10-12)	All Staff	Pete Leonard
13-Nov-14	Presentation	Presentation of new structure to staff	Kittybrewster Building Services Support staff	John Quinn
13-Nov-14	Presentation	Presentation of new structure to staff	Crown House Development Team	John Quinn

15-Nov-14	Presentation	Presentation of new structure to staff	Kittybrewster Building Services Support staff	John Quinn
17-Nov-14	Presentation	Presentation of new structure to staff	Hazlehead PS - Catering staff	John Quinn
17-Nov-14	Presentation	Presentation of new structure to staff	Northfield Academy – Janitors	John Quinn
20-Nov-14	Presentation	Presentation of new structure to staff	Marischal – Facilities Management Team Leaders and above	John Quinn
28 Nov 14	Team Meeting	Development of structure proposals	SMT	Donald Urquhart
28-Nov-14	Open Door Session	Open Door Session (2 - 4)	All Staff	Pete Leonard
01-Dec-14	Open Door Session	Open Door Session (9.30 - 11.30)	All Staff	Pete Leonard
14-Oct-14 28-Oct-14	Hardcopy Feedback Form	Issued at briefing to collect feedback from attendees	Attendees at briefing	Angela Thain

APPENDIX B – Timeline of Activity



APPENDIX C

1. Proposals for Planning and Sustainable Development By Margaret Bochel, Head of Planning and Sustainable Development

1.1 The new Planning and Sustainable Development Service brings together a wide range of functions which impact on the quality of life of every citizen of Aberdeen and beyond, every day. It includes significant statutory functions and, along with other supporting services, its goal is to drive, shape and deliver city development while protecting public health and safety.

1.2 The new Planning and Sustainable Development Service management structure has been developed around the Shaping Aberdeen “triple aim” triangle of improving customer experience, improving staff experience and making the best use of resources to deliver Council priorities and fulfil our statutory duties. To do that requires the proposed additional management capacity and bringing together the administrative and business support functions. This will provide, amongst other things, an improved:

- strategic business planning;
- co-ordination and prioritisation of resources and service improvements across a wider range of service functions (within Planning and Sustainable Development, across Council services and with partner organisations);
- management of workloads;
- service specific leadership;
- workforce planning and career progression opportunities; and
- capacity to support delivery of better service performance and improved customer service (including working with our customers to do that).

1.3 The proposal is not significantly different from the current structure. Key points to note are as follows:

- An additional service manager and the creation of a single integrated team bringing together existing specialist support teams, primarily the Application Support Team, the Support Team currently aligned with Environmental Health and Trading Standards and other

specialist staff including the e-planning project manager and systems administrator

- It will also involve renaming of a number of posts to provide consistency and clarity across the service.
- Since a key aim of the new structure is to support city development, the additional posts, which are focussed on city development and service improvement, will be funded from planning and building standards fee income. As such there is no impact on posts elsewhere in the structure.
- Each service manager will have between two and four Team Leaders reporting to them with the exception of the Public Analyst, which is a specialist post providing a statutory function, and the AWPR/B-T Managing Agent as the role and responsibility of this post will change as the project moves from procurement to construction and operation.

1.4 The roles within the proposed structure are as follows (job titles to be finalised):

- Protective Services Manager
 - Aberdeen Scientific Services Laboratory Manager
 - Public Analyst
 - Trading Standards Manager
 - Commercial Manager
 - Environmental Protection Manager
- Development Services Manager
 - Transportation Manager
 - Building Standards Manager
 - Planning and Sustainability Policy Manager
 - Development Management Manager
- AWPR Managing Agent
- Support Manager

1.5 The proposal has been developed by the Planning and Sustainable Development Senior Management Team and through extensive staff engagement, as summarised in 1.12.

- 1.6 In summary, the focus of engagement was on developing a structure that would deliver an improved customer experience, improved staff experience and improved use of resources. Staff were asked to consider “what would better look like?” for each of the corners of the Shaping Aberdeen “triple aim” triangle and what structure would best facilitate achieving those improvements. This was done at a workshop to which all members of staff were invited. Each Manager also discussed these questions at their own team meetings, both before and after the workshop.
- 1.7 Comments made related both to a potential new management structure and to different ways of working. In determining a final set of proposals the management team considered the benefits of the new management structure for facilitating different ways of working more collaboratively across teams (sometimes as project teams), more flexible use of staff, allowing for and stimulating creativity, increased use of technology to support smarter working, all of which will help deliver additional benefits.
- 1.8 Fundamental to making the structure work, and implementing new ways of working, is having a shared purpose, a common understanding of that purpose and how each team and individuals within teams contribute to that. We also will ensure there are shared values which guide how we deliver our services through a collaborative culture supporting both formal and informal structures/methods for engagement.
- 1.9 Once in post the Managers will consider the need for any changes to the structure of their new teams. Discussions around some potential changes have been on-going for some time and some will be related to existing service improvement plans. Most of these are likely to be relatively minor in nature and such changes will be on-going in response to continuous service improvements as the service responds to changes in our internal and external environment and to staff and customer feedback.
- 1.10 The Service is also currently undertaking a review of its Application Support Team as the first phase of a wider support service and admin review which will inform any future changes to these functions. This review will be supported and carried out in conjunction with the Directorate Business Support Team.

- 1.11 In the course of the consultation on the Planning and Sustainable Development structure issues were raised about linkages with other services and how they might best be facilitated. There was a view that some functions might be better delivered by being more closely aligned under the same Head of Service. Consideration will need to be given to such options over the medium term.

1.12 Planning and Sustainable Development Service Structure Workshop – Feedback and Actions

Improved customer experience

Staff Feedback	Service Improvement Area	Action
<ul style="list-style-type: none"> • Take ownership of customers – professionalism and respect. • Customer getting to the right person quickly. • Accessibility - simplified directory. • Better promotion/understanding of council services. • Clear first point of contact between ACC and client. • Clear idea of structure, projects, roles and responsibilities. • Improved timescales. • Links are made for the customer to other parts of the service - less complications. • More continuity – less change – knowing where they are. 	Organisational behaviours	<ul style="list-style-type: none"> • The General Managers in the proposed new structure will facilitate the co-ordination of functions and resources within the service and across services, which will help address some of these issues. • Others will be addressed as we roll out the principles of Customer Service Excellence to the whole Service. • We will also revisit the work done on purpose and values to encompass the full range of functions within the new Service.
<ul style="list-style-type: none"> • Improved/properly resourced contact centre, trained and service aware. • Availability of staff to speak to customers. • Improved access times outwith 9am – 5pm. 	Staff resources	<ul style="list-style-type: none"> • As a Service with many customer-facing functions it is important to explore options for improving access for customers to speak with officers and avoid ‘bounce around’. We will aim to deploy staff resources where they are required and extend our duty officer approach. • One of the rationales behind the proposed additional management capacity is to allow for better workforce planning, ensure we have the right people doing the right jobs

Staff Feedback	Service Improvement Area	Action
		<p>and to support service improvements.</p> <ul style="list-style-type: none"> • We are also currently recruiting a post to be based in the corporate web team to improve 24h web access to our services.
<ul style="list-style-type: none"> • Meeting rooms and improved main reception. • Traffic congestion. • Focus on public realm – funding improvements. 	Physical environment	<ul style="list-style-type: none"> • We will continue to work with colleagues in Facilities to identify improvements to the working environment for customers and staff through the rolling out of Customer Service Excellence and actions arising from the Smarter Working working groups. • We will also continue to promote our local transport strategy and look for ways to reduce traffic congestion and improve the public realm. Some of these issues will be addressed through the City Centre Masterplan and Delivery Programme.
<ul style="list-style-type: none"> • Multi-skilled/experienced staff able to tackle a range of questions - fully trained knowledgeable staff. 	Training continuous improvement	<p>and</p> <ul style="list-style-type: none"> • The new structure proposes additional management capacity is to allow for better management of workloads, workforce planning and leadership. This will give Service Managers more capacity to develop teams. • We are committed to PR&D and the proposed Business Development Manager will help us develop a Service-wide training plan to support our high quality workforce.

Staff Feedback	Service Improvement Area	Action
<ul style="list-style-type: none"> • Customer feedback mechanism. • Keep customers in the picture. • Set realistic deadlines and stick to them, if not tell the customer why. • Designing services based on customer feedback. • Understanding needs and thoughts of customers – work with them. • Have regular forums/meetings with customers to ensure improvements. • Identifying customer expectations and having a customer charter. 	Communication and feedback	<ul style="list-style-type: none"> • Whilst these issues are not directly related to the structure, they are important to capture as we roll out the principles of Customer Service Excellence to the whole Service. The Business Development Manager will provide capacity to identify and implement improvements to our customer service. • There are already a number of mechanisms currently used to capture customer feedback – from forms to forums. It is important that they are evaluated and actioned to ensure we improve customer experience and drive forward service improvements.
<ul style="list-style-type: none"> • Rethink of decision process e.g. do all matters need to go to committee? • Single point of contact for all communications channels – phone, email, web etc. • Clear and achievable PIs. • Rolling out of CSE across service. • Consistency of advice. • Consistent application of policy. 	Internal processes	<ul style="list-style-type: none"> • The proposed new General Manager posts will provide capacity for more strategic service planning and allow Service Managers to focus on more service specific leadership which should help address some of these issues. • The Business Development Manager will provide capacity to identify and implement improvements to our customer service to address other issues.

Staff Feedback	Service Improvement Area	Action
<ul style="list-style-type: none"> • Improved data management/IT systems – root and branch review. • Contact information online. • Electronic solutions. • 21st century technology card or digital payment. • Plotting so if query comes through you can check address. • Ability to track applications/queries etc. • Improved web experience. 	ICT issues	<ul style="list-style-type: none"> • The proposed Business Development team, including our eplanning project manager and administrator will have a critical role in driving forward the type of improvements identified in the staff feedback. • We are also currently recruiting a post to be based in the corporate web team to improve web access to our services.

Improved staff experience

Staff Feedback	Service Improvement Area	Action
<ul style="list-style-type: none"> • Increased value. • Standardise core values. • Staff charter – two way, what do we expect of them, what can they expect of us. 	Organisational behaviours	<ul style="list-style-type: none"> • We will revisit the work done on purpose and values to encompass the full range of functions within the new Service to help build cohesion within the Service. • The new management team will consider the development of a staff charter (some of which may be informed by the work on values and addressing issues identified below, such as training and communication).
<ul style="list-style-type: none"> • Management of workloads. • Team building across teams. • Corporate administrative support. • Better connections between services and teams - minimise conflict between service areas due to lack of policy implementation. • More stability. 	Staff resources	<ul style="list-style-type: none"> • The new structure proposes additional management capacity to allow for better management of workloads, workforce planning and leadership. • The proposed General Managers will facilitate improved co-ordination and joint working across the service and promote consistency of policy implementation. • The proposed Business Development Manager will co-ordinate a team of specialist support and admin staff for the whole service. • It is likely that the Service will continue to evolve as we respond to changes in our internal and external environments.

Staff Feedback	Service Improvement Area	Action
<ul style="list-style-type: none"> • Improve working environment in MC – more desks, better working practices, working in ‘your team’. • Space allocation for working effectively. • Facilities working group - facilities help desk like IT. • Project team working zones. • Names on desk and photos on zone for all staff. • Develop – revisit smarter working. • More desks and change layout of sections – create different clusters. 	Physical environment	<ul style="list-style-type: none"> • We will continue to work with colleagues in Facilities to identify improvements to the working environment through the rolling out of Customer Service Excellence and actions arising from the Smarter Working working groups.
<ul style="list-style-type: none"> • Opportunities to get experience across the service. • Opportunities for career progression. • Consistency in terms of training opportunities. • Opportunities for short term shadowing of other service areas and improve your understanding of different disciplines. • Understanding what each team is doing. • Appropriate support through periods of change. • Improved relationships with external professionals to improve workflow. 	Training and continuous improvement	<ul style="list-style-type: none"> • The new structure proposes additional management capacity to allow for better workforce planning and leadership. This will give Service Managers greater capacity to develop their teams. • It also provides for additional career progression opportunities with management posts not requiring a specific specialist qualification. • Both the proposed General Managers and Business Development Manager will help improve connections with external partners and identify and implement service improvements with them. • We are committed to PR&D and the proposed Business Development Manager will help us develop a Service-wide training plan to support our high

Staff Feedback	Service Improvement Area	Action
		<p>quality workforce. The Manager will also facilitate change processes and help embed a culture of continuous improvement.</p> <ul style="list-style-type: none"> • We will continue to support staff to develop their knowledge of all areas of the Service through appropriate means – job swap, shadowing etc. • We have also provided opportunities for staff to experience work in partner organisations and will explore how these can be further extended.
<ul style="list-style-type: none"> • Good communication – one-to-one and with teams (including Town Hall meetings). • Improved communication for internal events. • Improved staff morale, managers listening to staff, lack of communication between managers and staff. 	Communication and feedback	<ul style="list-style-type: none"> • We are committed to regular Town Hall meetings to, amongst other things, communicate corporate and service wide messages, involve staff in service planning, build relationships across teams and get inspiration from external speakers. • The P&SD Senior Management Team meets weekly and Service Managers hold regular team meetings. • All staff will have one-to-ones with their immediate line manager. • We will continue to make an active contribution to the service e-mag.

Staff Feedback	Service Improvement Area	Action
<ul style="list-style-type: none"> • Less complaints. • Simplified directory. • Getting the “who does what” list right. • Flow of information – DM portal is a good example. • Clarification on processes. 	Internal processes	<ul style="list-style-type: none"> • Whilst these issues are not directly related to the structure they are important to capture as we roll out the principles of Customer Service Excellence to the whole Service. • The proposed Business Development Manager will provide capacity to identify and implement service improvements to address these issues.
<ul style="list-style-type: none"> • Fit for purpose IT system. • Improve IT system response times. • Better IT support systems working to deadlines. • Coherent IT filing system with quality control – ISO9001. • Electronic solutions. 	ICT issues	<ul style="list-style-type: none"> • The proposed Business Development team, including our eplanning project manager and administrator, will have a critical role in driving forward, with ICT colleagues, the type of improvements identified in the staff feedback. • We are currently recruiting a post to be based in the corporate web team to improve web access to our services.
<ul style="list-style-type: none"> • Cost of living pay rises – bonus scheme. • Affordable housing for staff. • Staff downgraded in job evaluation, no pay rise for years • Better evaluation as to why staff leave the organisation. 	Council-wide issues	<ul style="list-style-type: none"> • These issues will be fed back to CHI senior management team.

Improved use of resources

Staff Feedback	Service Improvement Area	Action
<ul style="list-style-type: none"> • Flexible use of staff to meet peaks and troughs - relocating staff to help other areas 'in times of need'. • Getting level of resources right for each tier of the structure. • Management of workloads. • Clear service admin - improved support services. • Better use of admin support. • Better training – reception can handle more queries. • Scanning – get more records scanned so more planning history online. • Shared services (where there are real, demonstrable, benefits). • Having the right people doing the right jobs - review skill sets. 	Staff resources	<ul style="list-style-type: none"> • The new structure proposes additional management capacity to allow for improved strategic service planning, management of workloads and workforce planning to address these issues. • The proposed Business Development Manager will co-ordinate a team of specialist support and admin staff for the whole service. • The proposed Business Development team will have a critical role in driving forward the type of improvements identified in the staff feedback.
<ul style="list-style-type: none"> • Mobile working - need work mobile. • Smarter working. • Better use of building space e.g. desks and storage. • Remote working hubs, use other offices, combined with better IT. 	Physical environment	<ul style="list-style-type: none"> • We will continue to work with colleagues in Facilities to maximise the use of our working space through actions arising from the Smarter Working working groups. • Staff will be made aware of the opportunities for smarter working. • We will continue to roll out the mobile working project.

<ul style="list-style-type: none"> • Multi skill development to ensure business continuity and career progression. • Working as teams across disciplines. • Avoid compartmentalisation. • Proactive – cross networking. 	Training and continuous improvement	<ul style="list-style-type: none"> • The proposed General Managers will provide for improved strategic service planning and co-ordination across the service, as well as with other services and partner organisations, which will help address these issues. • We will continue to support staff to develop their knowledge of all areas of the Service through appropriate means – job swap, shadowing etc. • We have also provided opportunities for staff to experience work in partner organisations and will explore how these can be further extended.
<ul style="list-style-type: none"> • Improve knowledge management. • Council-wide encyclopaedia – who does what and where (better than the zone) - simplified directory, e-service directory. 	Communication and feedback	<ul style="list-style-type: none"> • The proposed General Managers and Business Development Manager will provide capacity to explore mechanisms to improve knowledge management and consider implementation of suggestions such as an e-service directory.
<ul style="list-style-type: none"> • Improved service performance. • Plain English. • Make documents more accessible/easy to find online. • Use internal solutions, services in Aberdeen – faster responses. • Process mapping to generate efficiencies to make better use of resources. 	Internal processes	<ul style="list-style-type: none"> • The proposed General Managers will provide improved strategic service planning and workforce planning and with the support of the proposed Business Development Manager will facilitate service improvements to address these issues.

<ul style="list-style-type: none"> • Good IT, fit for purpose and reliable. • Training for new IT software. • Better testing of external IT providers to ensure they can deliver the service. • Improved access to allow staff to download/upgrade software themselves. • Easier to navigate website – clearer where to get information from and from which service. 	<p>ICT issues</p>	<ul style="list-style-type: none"> • The proposed Business Development team, including our eplanning project manager and administrator, will have a critical role in driving forward, with ICT colleagues, the type of improvements identified in the staff feedback. • We are currently recruiting a post to be based in the corporate web team to improve web access to our services.
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2. Communities and Housing

By Donald Urquhart, Head of Communities and Housing

- 2.1 Producing a structure which is fit for purpose requires an understanding of the purpose of the structure. It is unlikely that a traditional hierarchical structure alone will deliver the transformational delivery of services sought, support the delivery of an efficient multi-agency approach to delivering Community Planning outcomes within Communities in Aberdeen or produce the efficiencies that the City Council will require to make in the next few years. If the Communities and Housing structure is to deliver then it requires to be established to support the delivery of (potentially revised) Community Planning objectives. It requires to be focussed on potentially not delivering a universal service, have networking and influencing amongst its core skills and culture, be supported and driven by a strategy and policies rooted in Community Planning principles and fundamentally have the support of senior management and politicians within the City Council and also key partners.
- 2.2 When setting about tackling 'wicked issues' including improving community safety or reducing social exclusion, people recognise that these are system-wide issues and that no one agency has the power to make enough of a difference. Nor have they 'power-over' the others. One agency may have more resources or be more influential, may demonstrate leadership, but it cannot enforce its will on the others through hierarchical mechanisms. For example regeneration is a key priority for Aberdeen and the challenge in delivery is itself a 'wicked issue'. Regeneration is more than new buildings, houses and schools; it coincides with Shaping Aberdeen's main focus on people and communities.
- 2.3 A high quality of place is fundamental to attracting and retaining the talent and investment needed to grow Aberdeen's economy. This sense of place, with the added key emphasis on city centre, is crucial in underpinning economic growth. To date most emphasis on regeneration has been on the potential for physical development. There are of course other excellent initiatives underway or proposed throughout the City which focuses on employment, financial and social inclusion, education, and community safety amongst others but it is questionable whether they are prioritised, structured or coordinated in a way to produce lasting regenerative benefits to communities. Indeed it should be acknowledged that the regeneration of our communities cannot be successfully delivered by the City Council alone but requires a commitment from key partners including Health, DWP, the third

sector and most importantly the community itself. In effect the premise of Community Planning and the Christie Commission is that it should support and deliver a multi-agency approach to the delivery of services. The increasing role to be played through the potential for involvement of communities themselves either through the development of strategies or the delivery of services is clear both through legislative instruments such as the Scottish Governments recent publication on Regeneration Strategy and also the Community Empowerment Bill. There are already excellent examples of community led initiatives including 'friends groups' but there is a need to substantially 'ramp up' activity in this area. This is not though without its challenges!

- 2.4 There are compelling arguments put forward around the strengths and weaknesses of local democracy, the difficulties in managing all services in a traditional hierarchy and the need for staff to develop new skills to manage a network of key relationships and partners.
- 2.5 One potential organisational outcome for Aberdeen City Council could be an organisation constituted of different operating models set to provide not just different services, but different variants of the same service to match specific customer groups and their life events.
- 2.6 Simplistically this could mean two operating models existing in a single organisation based upon better customer segmentation, and an understanding of their needs and requirements. They require potentially different policies and service levels depending on the customer group they are targeted to serve. For Aberdeen City Council and Communities and Housing in particular, this would mean one model for the most vulnerable – optimised by multi-disciplinary teams, a focus on prevention and the lowest total cost to support a prevention approach. For everyone else; highly transactable, 24/7, digital by design and the lowest total cost to serve.
- 2.7 It goes without saying that this 'vision' is a long way from the current position of a universal service for all which is firmly embedded in the DNA of the public sector and perhaps encouraged by legislation and regulation.
- 2.8 In Scotland the Local Government in Scotland Act 2003 places duties on local authorities to initiate, facilitate and maintain Community Planning. Local authorities have a duty to develop a comprehensive Community Plan along with relevant stakeholders (including Police, Enterprise Company, Health Boards and Fire Service) to promote or improve the social, economic and environmental well-being of their

areas and contribute to the achievement of sustainable development in Scotland.

- 2.9 The Single Outcome Agreement (SOA) 2013, between the Scottish Government and Community Planning Aberdeen, sets out a vision for 2022 which seeks to deliver better outcomes for the people in Aberdeen City. It also sets out the role which Community Planning Aberdeen will play in that vision becoming reality.
- 2.10 Discussions are underway with the Chief Executive regarding the need for an early rewrite of the 2013 SOA. The redraft of the 2013 SOA provides an opportunity to consider how best to embed both our business structures and policies to ensure that Community Planning brings real and measureable benefits to local communities, particularly those considered to be deprived or at risk.
- 2.11 Doubts exist however whether the current approach to Community Planning, whilst meeting the statutory obligation to produce an agreed Single Outcome Agreement adequately delivers the improvements needed by communities, particularly those considered to be under stress or in need of regeneration. There is little evidence of a shared performance system, between partners which includes clear metrics, which highlights progress with delivery of improvements in services and performance within the priority themes identified in the SOA. Critically is there evidence of agreed strategic priorities for attention which supports the targeting of joint resources in a manageable timescale at priority areas within the City?
- 2.12 If it is accepted that a network approach to tackling a significant or strategic challenge is appropriate and necessary then this requires support and implied authority from within the various hierarchies of partner organisations involved. In the case of high profile strategic projects within the public sector (such as in Aberdeen) public support from the Chief Executives and other senior staff of all bodies involved should be forthcoming. In order however to ensure continued commitment from senior management careful consideration has to be given to reflect the need for feedback to each Hierarchy and to ensure 'fit' with each Hierarchy's central purpose, business plans, KPI's and scrutiny framework. The development of an appropriate shared performance framework and metrics is critical for continued support from senior managers within the partner bodies. After all the establishing of a network approach to a challenge does not remove the potential for a Hierarchical approach to deliver other business. Both systems need to co-exist.

- 2.13 It is necessary however to recognise the challenges which are faced by those staff at the front end delivery of public services and also 'middle managers' to who they report. Whilst senior management is focussed on long term strategies, responsibility for middle managers is focussed on delivery of shorter term (annual) targets and outputs. Performance management systems for middle managers historically focus on short term or parochial outputs, including budget responsibilities. These often do not focus on shared objectives either across different departments in an organisation or significantly acknowledge the requirement to resolve 'wicked issues' through multi-agency agreements or networks. Even when acknowledged or understood the ability or desire to create and work with a network can be stifled without senior management support.
- 2.14 For front line staff the issues are different. For these staff perhaps more so than senior management in some cases, they quickly recognise the 'impossibility' of resolving complex issues within their own sphere of control and the benefits of multi-agency approaches becomes quickly apparent when functioning well. Relationships with other agencies staff are quickly formed when the benefits to shared clients become apparent. Indeed the benefits to individual staff in resolving frustrations also become obvious!
- 2.15 The challenge however for front line and middle managers comes about when changes are suggested which threaten newly found working partnerships which are considered to deliver real benefits to both staff and clients. The reasons why changes happen are many but usually or often come about as a result of budgetary pressures within a hierarchy, changing priorities within a parent agency or perhaps because the benefits gained through an initiative have not been measured, reported or understood by one or other of the key partners. It is worth noting that the short termism of piloting and a failure to 'mainstream' significant networks contributes significantly to successful networks being withdrawn leading to frustration for front line staff and clients both of who have enjoyed significant benefits. This has become particularly acute in recent years with the availability of relatively short term funding from Governments or Government agencies. In some cases the benefits become apparent quickly but there remains the difficulty in 'main streaming' funding at the end of the initial period. In such a situation the pressure on middle managers both from senior and front line staff can place them in a difficult position as 'the squeezed middle', responsible for delivery but with little control over decisions.

For clients the withdrawal of support can be critical where real benefit is experienced.

2.16 Structure Proposal

The structure proposal is designed to acknowledge the need for an improved way of working through:-

- Supporting a City –Wide strategic assessment of priorities.
- Significantly increase activity in developing and delivering a broad ranging regeneration strategy focussing on priority neighbourhoods within the City
- With regard to the above provide the opportunity for meaningful involvement by local communities and elected members in developing and delivering the strategy
- Providing a platform for consultation with local communities and stakeholders whilst meeting the requirements of the recently published Community Empowerment Bill.
- Enhance the resources available to support and develop Community capacity
- Provide a platform for local multi-agency involvement delivering services to these areas including shared objectives.
- Supports the on-going delivery of 'business as usual' within and outwith priority neighbourhoods
- Provides a basis for more effective performance reporting and monitoring of progress against objectives

2.17 The roles within the structure

Please note the following job titles are not fixed and may change as the work develops.

City Wide Strategy Manager

The primary role of this post will be to drive the development of all Communities and Housing strategy, policy development and performance monitoring. There will be a strong focus on community planning to provide an overarching framework for public, private and third sector partners to plan, review and redesign services in partnership. The focus should only be on areas where value can be added by working jointly.

Key deliverables for this post will include:

- Policy and Strategy – joint strategy and policy development around wicked issues with partners

- Key business processes – integrated delivery models, joint case progression models, multi-agency practice guidance and integrated training
- Resources – joint commissioning, budgeting, preventative spending, pooled resources, change fund management and establishing new ways of working e.g. integration and co-location
- Measuring Impact – consultation, engagement, measuring outcomes and communicating with the wider public and the Scottish government across all joint priorities and the SOA delivery

Also amongst its key roles will be the refresh and update of the Single Outcome Agreement and associated metrics. The role will require extensive skills in working with senior staff from key public sector partners as well as Scottish Government. A professional relationship/link is required with the local neighbourhood planning managers who will be required to input, utilising local channels, into the SOA and Community Planning process.

A significant task will be to ensure that the links between community Planning (through the development of Aberdeen Works) and third sector partners together with public agencies such as DWP delivers a strategy and program of activity to improve financial (and other) inclusion and supports an anti-poverty approach.

This post will continue to have the responsibility for delivering City wide housing strategy and policy development along with responsibility for the Housing Needs Demand Analysis, SHIP investment program and Scottish Housing Regulator issues.

City Wide Operations Manager

This post will take responsibility for the development of all City wide operational management issues (within Communities and Housing) including statutory and regulatory functions such as Housing Options and Homelessness together with the new Housing Support function.

They will lead the development of the Housing Service Plan and ensuring that appropriate arrangements are in place for its delivery. Significant input will be required to continue to enhance relationships with community safety partners, to develop effective and cost effective relationships with the new integrated Health and Social Care team, similarly the third sector and to examine ways through joint working and commissioning of creating efficiencies with partners.

They will be responsible for the performance of the teams under their direct control and will require to further develop the operational relationship with area operations staff. There are substantial budgetary responsibilities

Area Operations Manager

This post will be responsible for agreeing and delivering local services to local communities including all Housing Management tasks. There will be substantial budgetary responsibilities. They will have clear targets for delivery. The area based resources have a role to link citizens to services and community planning. The chosen methods of consultation, engagement and capacity building will enable the area based teams to act as the conduit across services to resolve issues raised by communities. A key principle will be to ensure matters are resolved at the appropriate levels and governance arrangements to avoid duplication.

Fundamentally however they will also have responsibility for the development (through the Neighbourhood planning managers) of local neighbourhood plans in association with the City-wide Strategy Manager. These will be delivered directly by area teams along with partners where practical to do so or where policy or strategy change is required to promote or seek this through appropriate channels including the City-wide strategy Manager. A key role in developing this role will be to build relationships with other public sector and private sector partners to support the development and delivery of the neighbourhood plans. They will have the key responsibility to develop community capacity together with a plan to include local communities more closely in delivering projects. These neighbourhood plans will form one part of the review process to both update the City wide Community Planning strategy and SOA. They will also input into ACC and partners Budgetary and KPI processes as required.

3. Land and Property Assets

By John Quinn, Head of Land and Property Assets

- 3.1 The Land and Property Assets Service provides a comprehensive service for the Council structured around three main functions: the corporate landlord/ asset management function, a development /delivery function, and a facilities/building servicing function. This has been the basis for discussion and consultation with all staff within the newly formed service.
- 3.2 As a result of the consultation process, and after discussion at senior management team meetings, the following proposal is understood to be the best way forward to ensure the service meets its aims and objectives and those of the Council.
- 3.3 The fundamental agreement is that a third tier management structure be included in the service structure to manage the following three functions:

The Corporate Landlord/ Asset Management function

The Council is in ownership of approximately 23,000 houses, 900 public properties which are as diverse as schools, offices and 'billboards', and between 20-25% of land that is potentially developable within the Local Development Plan. This Service assumes the role of being 'Corporate Landlord' for these properties and land holdings, and as such provides the following functions:

- a) Housing Asset Management Planning, and Housing Revenue Account Financial profiling. There is a dedicated team assembled to deliver these functions which include stock conditions, energy efficiency, project management, performance management and asbestos management experts as well as strategic analysts who prepare the 3-5 year capital spend programmes for the Council. This team works closely with the Housing and Communities Service.
- b) Estate Management. There is a dedicated team assembled to deliver all estate management functions of the Council including valuations/estimations, project initiation and development, property lease arrangements, representation with external commercial consultants.
- c) Investment management. There is a dedicated team assembled to deliver all Investment management needs of the Council including shopping centres, business units, office spaces, shops, 'billboards',

and works spaces which yield an income of around £9m per annum

- d) Corporate Asset Management Planning. There is a dedicated team assembled to deliver the asset management plans for all of the Council's public buildings and properties which provides the appropriate land and property information for the Council's Corporate Capital programme and financial programming for maintenance
- e) Systems Management. There is a small team providing systems options and delivery to capture the data required for strategic asset management, its varying functions and to measure performance.
- f) Statutory Management. The Corporate Landlord role requires a statutory responsibility of being the 'duty of care' holder for Legionella Management, gas safety management, and asbestos awareness and management. There are also other health and safety responsibilities as client for development under the current Construction and Design Management (CDM) requirements.

STRUCTURE PROPOSAL - To appoint a third tier manager responsible for the Corporate Landlord/ Asset Management functions and to manage the teams as designated.

Development / Delivery Function

The Council designs annually a 3-5 year capital programme of works for its housing in conjunction with housing managers and tenants to meet regulatory standards, and for its corporate public buildings and land to meet its strategic aims and objectives as a Service delivery organisation. The Service assumes the role of developing and delivering the programme using internal and external construction and consultancy firms. It provides the following functions:

- a) Housing Delivery Programme
- b) Public Buildings Delivery Programme

The Council employs a team of internal architectural consultants, quantity surveyors, and mechanical and electrical engineers to advise and deliver projects for current housing maintenance and refurbishment ((23,000 properties) and on new build proposals. This team includes also includes, architectural technicians, and quality assurance officers. The team manage the project delivery with internal and external contractors from inception to completion.

The Council also procures the services of construction, property, design, housing and land consultants to meet the objectives of its delivery programmes and to deliver its outcomes. It employs contract

managers to monitor progress and ensure delivery from the consultants. These are complemented by specialist internal consultants in areas such as energy efficiency.

A manager will be appointed to co-ordinate and lead each programme:

- c) Regeneration delivery programme. The Council is committed to delivering a regeneration programme in neighbourhood areas to ensure agreed infrastructure, housing and private and public sector developments are co-ordinated to meet agreed 'place-making' principles. These property, infrastructure and land developments will be matched to potential community benefits to create sustainable communities going forward. A regeneration programme manager will be appointed with project managers for each designated area.
- d) Specialist delivery programmes. The Council has embarked on specialist delivery programmes to meet required property or land asset need. These include the formation of a Joint venture company to deliver 'Mid Market Rent' accommodation and the use of HUBco as an external vehicle for schools. The programmes are delivered in partnership but require consistent input from this part of the Service through its service manager structure.

STRUCTURE PROPOSAL - To appoint a third tier manager responsible for the Project development and Delivery functions of the Service and to manage the teams as designated.

Facilities and Buildings Management Function

The Facilities and Buildings Management Function provides services to the Council by ensuring the property and land assets of the Council are 'serviced' to ensure tenants, leaseholders and users of the properties are safe, secure, and have a pleasant experience. This includes all of the Council's Housing tenants, its investment property tenants, and all those who on a daily basis use its buildings with particular reference to its schools, community facilities and office facilities. The teams which deliver the services within this function include:

- a) Building Services. This service provides the 'hard fm' operational requirements needed to deliver a full repairs and maintenance service including emergency repairs, gas safe and planned and cyclical repairs. The service also provides additional options for delivering the capital programme to complement the contractors procured for those works. The service consists of a large

complement of staff (c.450) providing works including contract management, risk control, customer service, systems and performance management, surveying and procurement, stores management, quality and financial control. The service is managed by two service managers, managing the operations and the support functions as separate elements of the business.

- b) Facilities Management. Facilities management provides the 'soft fm' elements of Facilities Management to provide a complete service to users of the Council's property and landholdings. These include a cleaning service, a catering service, and a janitorial service structured around the requirements of the users of the buildings (circa 800 staff). This is particularly relevant to the school estate owned by the Council. The service also provide a buildings service and a distribution service for the council as an organisation. The Service is managed by a service manager with support from contract managers, and team leaders.

STRUCTURE PROPOSAL - To appoint a third tier manager responsible for the Facilities and Buildings Management functions of the Service and to manage the teams as designated.

4. Public Infrastructure and Environment

By Mark Reilly, Head of Public Infrastructure and Environment

- 4.1 The new Public Infrastructure and Environment Service will bring together a number of front line operational services. The delivery of these services impacts upon everyone who lives in, works in or visits Aberdeen.
- 4.2 The services deliver a mix of statutory and non-statutory functions and it is demanded of them that they operate to a high degree of compliance meeting the statutory requirements of both Health and Safety and Transport Management Legislation.
- 4.3 The services are varied but have the potential to drive further efficiencies by working closer together to deliver shared and or corporate initiatives and objectives.
- 4.4 All the services manage a large numbers of assets which are both natural and man-made. The total value of these assets will be worth several £billions. The road infrastructure alone is calculated to be worth over £1 billion.
- 4.5 These services have over the past few year's undergone transformational changes. These changes will be continuous as there will be constant challenges to ensure that the services deliver best value and are effective and efficient in a difficult economic environment. The current economic climate will put pressure on existing service budgets and may result in alternative service delivery options such as partnership working with other authorities.
- 4.6 These front line services should be advocates for Aberdeen City Council in demonstrating the council's objectives, aims and values. There are a number of key service aims which should support the Council in its vision, these are:
- That the services delivered are at least comparable with if not better than those delivered by the private sector and that performance, where benchmarked with other authorities, demonstrate that the services in Aberdeen are among the best in the country.
 - Compliance needs to become a part of culture; to be at a high standard and maintained at that level to ensure the safety of our own staff, that of the public and environment.

- The services need to explore opportunities to develop and grow external work which can bring additional income into the service and council.
- Services need to be efficient, competitive and show “value for money”. This will include how to best maintain the cities assets.
- The services need to look towards collaborative and partnership working; which could assist in cost reduction through better procurement and the sharing resources and assets such as depots, vehicles, plant and equipment.
- Continued and improved working with the local community and third sector to ensure and encourage their participation in enhanced service delivery; which considers their needs and that of other organisations where outcomes / objectives can be jointly delivered.
- The services will need to continuously improve their customer focus and ensure that customer needs, where appropriate, are met and demand and expectations are managed effectively.

4.7 The proposed structure is little changed from the current structure:

Environment Services Manager with responsibility, in the main, for Grounds Maintenance and Street Cleansing operations; Parks and Open Spaces; Arboriculture; Bereavement Services; Crematoria and Cemeteries; Countryside Ranges and Public Toilets.

Waste and Recycling Manager with responsibility, in the main, for Waste Strategy and Communications; Waste Disposal and Materials Reprocessing; Household Waste Recycling Centres; Waste, Recycling and Food Waste Collections; Commercial Waste Collections; and Landfill Remediation.

Roads Infrastructure Manager with responsibility, in the main, for Roads Maintenance Operations; Street Lighting; Traffic Management and Safety; Intelligent Traffic Systems; New Roads and Street Works; Parking; Structures; Flooding and Coastal Protection; City Centre Management; and Winter Maintenance.

Fleet Manager with responsibility, in the main, for all aspects of fleet management including “Operators Licence” compliance; Fleet Management Operations; Fleet Maintenance Workshops; Maintenance

of small plant and equipment; Taxi Inspections; Private Vehicle MOT's; and Vehicle Replacement Programmes. The post holder will manage the Council's "transport operator's licence". This is a statutory requirement and the post and function is business critical for the delivery of many of the front-line services.

For all services, except Fleet, it is the intention that the current organisational structures below the Service Managers will not be changed as part of this restructure. Fleet Services has a number of operational issues which need to be addressed. The whole service is currently under a "root and branch" review which will include consideration of an appropriate organisational structure to effectively manage the council's fleet and to ensure that the council remains legally compliant.

- 4.8 Throughout October and November, the Head of Public Infrastructure and Environment, has held a number of meetings with staff from all the services about the current Council restructure. The general message to the teams has been that it would be recommended that there would be no further restructuring below the Service Managers posts as a part of this restructure.

The structure for Fleet Services under the Fleet Manager will be developed as part of the review of "Fleet Service" and may be subject to a future report depending upon the outcomes of that review.

- 4.9 Due to the restructure it is expected that there will be a need to review some of the posts and associated job profiles. Those post effected will be:

- Environment Manager
- Roads Infrastructure Manager
- Fleet Manager

These services have over the past few years been subject to transformational changes which have resulted in minor on-going service restructures. It is anticipated that these will continue as part of on-going service delivery and efficiency improvements.

5. Business Management / Directorate Support

By Mike Hearn, Directorate Support Manager; Claire Hunter, Acting Business Manager and Carol Fraser, Acting Business Manager

5.1 At present the Business Manager (Housing and Environment) is seconded to the post of SIP Programme Manager. Both the holder of that post and the Directorate Support Manager (Enterprise, Planning and Infrastructure) can claim a valid match to the new post of Support Manager for the new Communities, Housing and Infrastructure Service. It is anticipated however that a satisfactory resolution for all parties concerned will be reached in the near future.

5.2 The major exercise currently being undertaken within Business Support is the amalgamation of the two centralised Support Teams based in Marischal College formerly supporting the Housing and Environment and Enterprise, Planning and Infrastructure Directorates. This exercise involves the following key tasks and is illustrated in 5.10:

- A full review of all the tasks carried out by the newly amalgamated Team
- A detailed assessment of demand for the services of the Team across the whole Directorate
- Identification of areas for improvement
- Development of a new structure for the delivery of business management functions across the Directorate

5.3 Whilst this work takes place and in the interim period, all members of support staff within the former Services will transfer to the new Service “as is” (with the exception of the two former Enterprise, Planning and Infrastructure Administration Officers who will now report to the Team Manager Communications and Admin).

5.4 The new amalgamated team will be structured into two teams as follows:

Service Improvement

The Service Improvement Manager (currently vacant) will head up two teams Change / Project Management and Performance Management/ Continuous Improvement.

The Change / Project Management team will have responsibility for major change and project management within the wider Directorate.

The Performance Management/Continuous Improvement team will monitor performance, identify areas for improvement and, working in liaison with Service Managers and teams, determine appropriate improvement actions.

The Service Improvement Manager will manage the ongoing development of Directorate related material on the Zone and website and the production and analysis of performance information for the senior management team.

Administration

The remaining staff will be line managed by the Communication and Administration Manager and will have direct responsibility for the day to day centralised administrative function for the wider Service, providing cover as appropriate elsewhere in the Service.

- 5.5 Although line management of these staff is clearly defined it is proposed that all staff below the post of Manager will, in addition to their assigned duties, work in matrix style with colleagues across all three of the new teams when required as a shared resource.
- 5.6 This will have the effect of broadening the experience and skill base of individual members of staff, enhancing their career opportunities and is in line with the wishes expressed at a recent team workshop.
- 5.7 The arrangements currently in place for the support teams based at Kittybrewster and at Crown House will continue to be followed and these proposals will have no direct impact on these groups of staff.
- 5.8 The Secretaries/Personal Assistants group is currently subject to a corporate review, the outcome of which is awaited. Current line management arrangements for Secretaries/Personal Assistants will therefore remain as current in the interim period.
- 5.9 This proposal has been developed jointly by the Directorate Support Manager (Enterprise, Planning and Infrastructure) and the Acting Business Managers (Housing and Environment) and is consistent with the outcomes of the team workshop attended by all available members of the two current teams in November.

5.10 Directorate Support/Business Management Review – Timeline of tasks to be completed

