

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	13 October 2022
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Interim Organisational Structure
REPORT NUMBER	CUS/22/216
DIRECTOR	Angela Scott
CHIEF OFFICER	Andy MacDonald
REPORT AUTHORS	Isla Newcombe, Lindsay MacInnes
TERMS OF REFERENCE	21

1. PURPOSE OF REPORT

- 1.1 This report follows on from the instruction at the Council meeting on 24 August 2022 to the Chief Executive to report back to the next Full Council with the recommended interim structure resulting from the recent resignation of the Chief Operating Officer, taking into consideration the longer term needs to support the changes from the 2021/22 and 2022/23 Programme of Government.
- 1.2 In addition, this report proposes changes to the way in which specific operational services are managed and delivered, as originally outlined against the Target Operating Model in 2017 and makes recommendations for new alignments as part of the overall shift towards our next iteration, TOM 1.2.

2. RECOMMENDATIONS

That Council: –

- a) Amendments to Organisational Structure
- i. Agree to make permanent the current interim realignment of clusters in the Council, as follows:
 - Operations & Protective Services Cluster within the Resources Function
 - People & Organisational Development Cluster within the Customer Function.
 - ii. Agree the creation of a role of Interim Director of Children's and Family Services, with a fixed term duration of no later than March 2026 (leaving the Chief Operating Officer role vacant during this period).
 - iii. Agree the reporting structure, where the Chief Education Officer and Chief Officer Children's Social Work report to the new Interim Director of Children's and Family Services role.
 - iv. Agree the job profile for the Interim Director of Children's and Family Services role as attached at Appendix 1.

- v. In accordance with our Workforce Plan and agreed approach to succession planning and development of our internal workforce, agree that this new role be advertised internally within the organisation, in the first instance, and for external recruitment to then take place in a situation where internal recruitment has not been successful.
- vi. Note that a meeting of the Appointment Panel will be arranged to undertake the selection process for the role on an interim basis.

b) Target Operating Model and Organisational Structure

- i. In line with the above, thereby agree the adjustment of the key functions of the Council within the Target Operating Model, with Children's and Family Services being on an interim basis, as follows:
 - Customer
 - Commissioning
 - Children's and Family Services
 - Resources
- ii. Instruct the Chief Executive to review the Scottish Government's preferred structural model for Children's Services when it is published (anticipated to be later in 2023) 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.

3. CURRENT SITUATION

3.1 Environment

This report sets out the case for an organisational structure change resulting from the Council's operating environment. The background to this environment is as follows:

- 3.2 The original Target Operating Model 1.1 created a functional organisational structure of 4 Functions, as follows:
- Customer
 - Commissioning
 - Operations
 - Resources

Each function is led by a Director role and supported by a range of Chief Officer roles, responsible for leading each Cluster of the Council. In addition, the structure includes the Integration Joint Board (IJB) (established jointly with NHS Grampian) led by a Chief Officer role. This leadership capacity has ensured the delivery of TOM 1.1, alongside ongoing "business as usual" operations and some exceptional elements, including the Covid-19 pandemic.

- 3.3 Within the TOM 1.1's organisational structure, the Operations Function is led by the Chief Operating Officer role. This portfolio initially included 1 Chief

Officer - Integrated Children and Family Services, which was subsequently disaggregated to create 2 Chief Officers: Chief Education Officer and Chief Social Work Officer / Chief Officer - Children's Social Work. (Alongside this, the IJB created additional leadership capacity for Adult Social Work appointing a Lead Social Work Officer. The CSWO provides professional support to the LSWO). The structure also contains 1 Chief Officer - Operations and Protective Services.

3.4 The Chief Operating Officer role is currently vacant, following a resignation. This provides an opportunity to review the function's remit, as it will be significantly affected by the structural proposals set out in the draft National Care Service (Scotland) Bill and further proposals expected from the Scottish Government relating to Children's Services, as detailed within this report.

3.5 Alongside this, the local journey has been pursuing the establishment of a multi-agency programme to establish a new Target Operating Model for Children's Services. This has included:

- incorporating the programme of work identified within "The Promise" (the work of change demanded by the findings of the Independent Care Review)
- the commitment to work towards achieving, as a Community Planning Partnership (CPP), UN Child Friendly accreditation, which has positioned partners well for meeting the requirements of the UNCRC adoption into Scots Law
- the delivery of the Integrated Children's Services Plan (20/21-22/23) and work underway for the refresh for (23/24-25/26)
- the city's Chief Officer's Group has been driving the alignment of policies and practices between Adult Support and Protection and Child Protection and used COVID-19 to embed the links between the Alcohol & Drugs Partnership, Violence Against Women Partnership, Homelessness
- the Local Child Poverty Plan – driven through the Community Planning Partnership's Integrated Children's Services group and further bolstered by the recent establishment of the anti-poverty group within the Community Planning Partnership
- the refresh of the IJB Strategic Plan (22/23 – 24/25)

3.6 When considering the Education and Children's Services portfolios and forthcoming changes, it is particularly necessary to include:

3.6.1 The incorporation of UNCRC into Scots Law

3.6.2 The refresh of GIRFEC Guidance

3.6.3 The National Care Service (NCS) Bill /explanatory notes, which place a requirement on Scottish government to undertake public consultation on its proposals to transfer children's social work and justice social work and indicates Ministers will carry out a review of evidence and further consultation with stakeholders and then make a final decision on inclusion of Child and Adolescent Mental Health Services (CAMHS) in NCS. The Scottish

Government has subsequently appointed Professor Daniels to undertake a research programme over 2 years, with the output expected to inform the Government's preferred structural model for children services. This review is expected to report some time in 2023. The financial memorandum to the Bill restates the government's commitment to establishing the NCS by the end of this parliamentary term i.e. 2025/26. It is unclear whether the government expects its preferred model for children's services to be implemented within the go live timeline for NCS in 2025/26.

3.6.4 Reforms on Education

In 2020, Scottish Government invited the Organisation for Economic Co-operation and Development Organisation (OECD) to assess the implementation of Curriculum for Excellence in primary and secondary schools. The assessment was undertaken by the OECD Implementing Education Policies team, which conducts comparative analysis of education policy implementation and offers tailored support to help countries in the design and effective implementation of their education policies. Professor Ken Muir was asked to consider elements of the OECD report and make recommendations to the Scottish Government about the new national education bodies, the scope of his work and his subsequent report can be viewed here, with the link also providing the Scottish Government response to his recommendations. <https://www.gov.scot/news/new-national-education-bodies/>.

- 3.6.5 Professor Louise Hayward has been tasked with leading work on qualifications and assessment. This work has commenced and is helping schools to facilitate short, small group discussions with pupils, teachers and parents on the vision and principles which should underpin assessments and qualifications, options for change and views of a proposed direction of travel. The implications of Professor Ken Muir and Professor Louise Hayward will have implications for all local education systems.

3.7 Operations and Protective Services

When considering the Operations and Protective Services portfolio there are natural linkages that the cluster has with the Corporate Landlord and Capital clusters. At present there are clear synergies and close interactions between the overall Corporate Landlord portfolio with Building Services and Facilities within Operations. Similarly, there are synergies and close interactions between roads construction and maintenance teams within the Capital and Operations clusters respectively.

- 3.8 Given these already frequent interactions, the opportunity is timeous to develop and enhance these synergies going forward within the overall Resources function. It is therefore proposed that the Operations and Protective Services cluster moves permanently into the Resources function.

4. TARGET OPERATING MODEL

- 4.1 Against the above contexts and challenges, organisationally this brings us to particular drivers for change in approaching these:
 - 4.1.2 The organisation looks to the next chapter of our transformation journey and the next phase of our Target Operating Model as detailed within the [TOM 1.2 report](#).
 - 4.1.3 The need to enhance the integration across the cluster portfolios of Capital and Corporate Landlord alongside Operations and Protective Services; to explore various models and synergies for these as brought together permanently within the Resources Function as described above (as well as the opportunity to explore wider opportunities across functions in light of the emerging net zero agenda).
 - 4.1.4 As part of fulfilling TOM 1.2 and the requirement for organisational culture to be strategically oriented towards a focus on outcomes, People & Organisational Development's ongoing alignment within the Customer function is key in achieving this. By ensuring our employees have the culture, training and resources accessible to them to do the right thing by our customers, they can have increased focus on building relationships with citizens and supporting community capacity building. As the transformation programme is being led by the Director of Customer, and workforce being a key element within this programme, this alignment supports this ongoing work.
 - 4.1.5 The necessity for ACC to be equipped with the required agile leadership capacity to respond to the Scottish Government's proposed structural model for children services. Proposals are expected to be consulted on by the end of 2023. Members will be aware that the government is committed to having the National Care Service live before the end of parliamentary term. As a result, our planning assumption for the moment is that NCS will be live during 2025/26 with detail of children's services structural model being clear during 2023/24 with possible implementation in 2024/25 or 2025/2026. The requirements within the proposed role of Director Children's and Family Services (see job profile at Appendix 1) will provide the resilience, focus and expertise throughout these challenging timelines.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no direct financial implications arising from the recommendations of this report, as the Chief Operating Officer role will remain vacant in the organisational structure and be replaced by the creation of the Interim Director of Children's and Family Services during the period in question.

6. LEGAL IMPLICATIONS

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

7. ENVIRONMENTAL IMPLICATIONS

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

8. RISK

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 NCS would result in disjointed services and missed collaboration opportunities. Additionally, a risk if the existing structure of Chief Operating Officer was to remain. This vacancy would carry a risk of no appointment due to the resulting uncertainty associated with the Children's and Family Services part of the portfolio against the context of changes in this	Approval of the recommendations contained within the report will help to achieve the target risk level	L	Yes

	area, detailed within the report.			
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.	L	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	None			

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2022-2023</u>	
Impact of Report	
<p>Aberdeen City Council Policy Statement</p> <p><u>Working in Partnership for Aberdeen</u></p>	<p>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.</p>
<u>Aberdeen City Local Outcome Improvement Plan</u>	
<p>Prosperous Economy Stretch Outcomes</p> <p>Prosperous People Stretch Outcomes</p> <p>Prosperous Place Stretch Outcomes</p>	<p>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.</p>
<p>Regional and City Strategies</p>	<p>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.</p>

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Stage 1 completed.
Data Protection Impact Assessment	Not required at this stage
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.](#)

11. APPENDICES

11.1 Job Profile – Interim Director of Children’s and Family Services

11.2 Consultation and Engagement, including Trade Union responses

12. REPORT AUTHOR CONTACT DETAILS

Name	Isla Newcombe/ Lindsay MacInnes
Title	Chief Officer – People & Organisational Development/ People & OD Manager, Organisational Change & Design
Email Address	inewcombe@aberdeencity.gov.uk/ lmacinnnes@aberdeencity.gov.uk
Tel	