

South Ayrshire Council

**Report by Director of Strategic Change and Communities
to Cabinet
of 15 February 2023**

Subject: Service Review of Policy, Performance and Community Planning

1. Purpose

1.1 The purpose of this report is to seek Leadership Panel approval for the proposed new structure within the Policy, Performance and Community Planning service.

2. Recommendation

2.1 It is recommended that the Cabinet:

2.1.1 considers the proposals outlined within the report and approves the proposed Policy, Performance and Community Planning employee structure as set out in Appendix 1; and

2.1.2 notes that, following the recent Chief Officer restructure, the Housing Policy and Strategy team will transfer to the Housing, Operations and Development Directorate.

3. Background

3.1 Following the Council restructure in September 2022, the Service Lead - Policy, Performance and Community Planning has undertaken a structural review of the areas that fall within this service.

3.2 The review considered:

- National and local strategic priorities;
- The recommendations made in the Council's Best Value Assurance Report (BVAR) relating to reporting of Council and Community Planning performance to continue to build on the improvements to Community Planning highlighted by Audit Scotland;
- Staff development; and
- Succession planning.

3.3 An associated budget saving of £40,422 was previously agreed by Members for the 2022/23 budget. However, the review of this service area was delayed to allow for the wider Council restructure to take place.

4. Proposals

4.1 It is proposed that the Cabinet approves the revised staffing structure detailed in Appendix 1.

4.2 The majority of changes are proposed within the Housing Policy and Strategy team. The structure of this team has developed in a piecemeal fashion over a number of years, resulting in an unbalanced structure without clear progression routes for team members. The review considered how the structure within this team could:

- Create a clearer line of responsibility for supervision and management purposes;
- Allow team members to represent the Council's strategic housing interests at the appropriate level with other services and external partners;
- Offer career progression opportunities for team members and reflect the need for staff development and succession planning; and
- Effectively deliver the Council's strategic housing functions.

4.3 To achieve these objectives, the overall number of posts has been reduced by 2.8 FTEs. The revised structure creates one level 13 Coordinator post and two level 11 Senior Policy Officer roles to provide day-to-day line management responsibilities,, represent the service at local and national level, and make a significant contribution to the strategic objectives of the service. These roles will be ringfenced for the three employees currently in level 10 posts, which will be deleted.

4.4 Two existing (but currently vacant) level 9 Policy Officer posts will be deleted, and two lower graded posts (Tenant Participation Officer and Care and Repair Officer) will be upgraded to Policy Officers to reflect increased responsibility for managing staff and a greater contribution to the Council's strategic priorities. These revised roles will be supported by a Tenant Participation Assistant and a new Care and Repair Assistant.

4.5 Within Community Planning and Equalities, it is proposed that the level 9 Equalities Officer post is merged with the level 11 Community Planning Lead Officer to create a new level 11 Senior Policy Officer for Community Planning and Equalities. This post will be ringfenced for the Equalities Officer and Community Planning Lead Officer post holders. During the consultation one of the postholders indicated a desire to retire and this will be considered during the matching and recruitment process and within the Council's existing policies. This new post will be managed by the level 13 Coordinator within Policy and Performance, who's job remit will be amended to include Equalities and Community Planning.

4.6 The proposed changes will deliver a structure that is better equipped to meet the recommendations made by Audit Scotland and deliver the Council's strategic priorities.

4.7 The proposed structure and associated costs are attached as Appendix 1.

4.8 A new Chief Officer structure was agreed by Council in September 2022. The new structure brings the Housing Policy and Strategy team under the Housing, Operations and Development Directorate. If this updated structure is approved, the newly created Co-ordinator (Housing Policy and Strategy) will report directly to the Assistant Director for Housing and Operations. The Service Lead – Policy, Performance and Community Planning and remaining service areas will sit within the Strategic Change and Communities Directorate.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Details of the current and proposed structures are outlined in Appendix 2. The proposed structure realises an overall budget saving of £150,377. This is comprised of a £34,125 saving to the Housing Revenue Account and a £109,955 saving to General Services. This meets the initial expected saving of £40,422 for 2022/23 and provides a further saving of £75,830 for 2023/24.

6.2 Some members of staff whose posts have been affected have expressed an interest in voluntary severance or voluntary early retirement. Severance costs from the review of Policy, Performance and Community Planning can be recovered within the recognised 24 month recovery period and can be funded from the workforce change fund. Schedule showing implications for individual members of staff is attached as Appendix 3.

7. Human Resources Implications

7.1 The new structural arrangements provide an alternative post for all employees whose current post is deleted, except where one employee has indicated a desire to retire. To date, all displaced employees have indicated a wish to be redeployed to the newly created posts. Should this position change and the alternative posts are not deemed suitable by any employee, the payment of severance payments may apply. The new structure will be implemented in accordance with the Council's Framework for Managing Workforce Change.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 Failure to deliver Policy, Performance and Planning functions in a way which maximises efficiency and supports employee development and progression.

9/

9. Equalities

- 9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 4.

10. Sustainable Development Implications

- 10.1 **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Commitment 1 of the Council Plan: Fair and Effective Leadership/ Leadership that promotes fairness.

13. Results of Consultation

- 13.1 There has been no public consultation on the contents of this report.
- 13.2 Consultation has taken place with Councillor Martin Dowey, Portfolio Holder for Corporate and Strategic, and Councillor Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, and the contents of this report reflect any feedback provided.
- 13.3 Consultation has taken place with staff and the Trade Unions regarding these proposals

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Director of Strategic Change and Communities will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

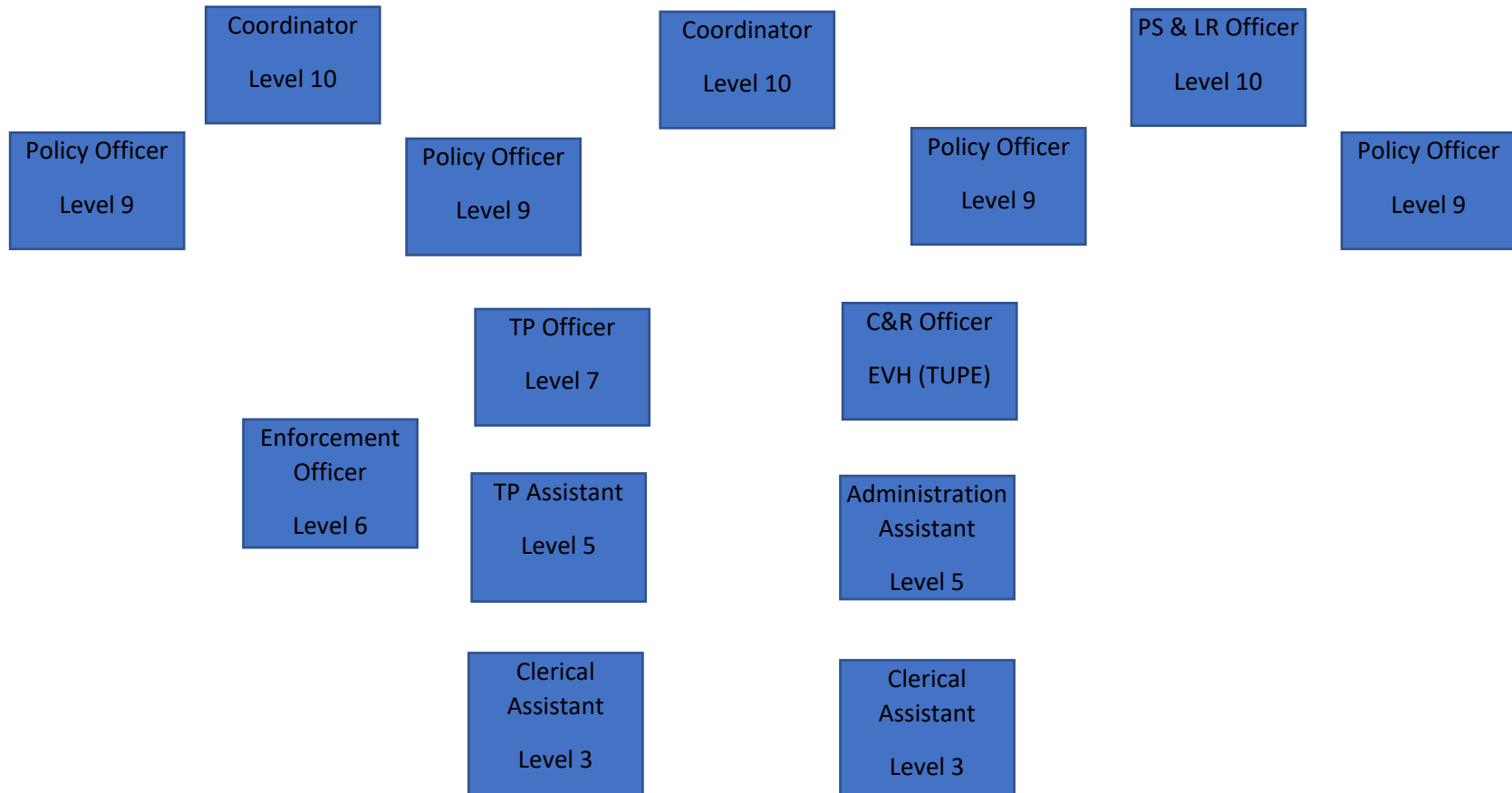
<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Implement approved structure	30 April 2023	Service Lead – Policy, Performance and Community Planning

Background Papers [Audit Scotland - Best Value Assurance Report: South Ayrshire Council – October 2021](#)

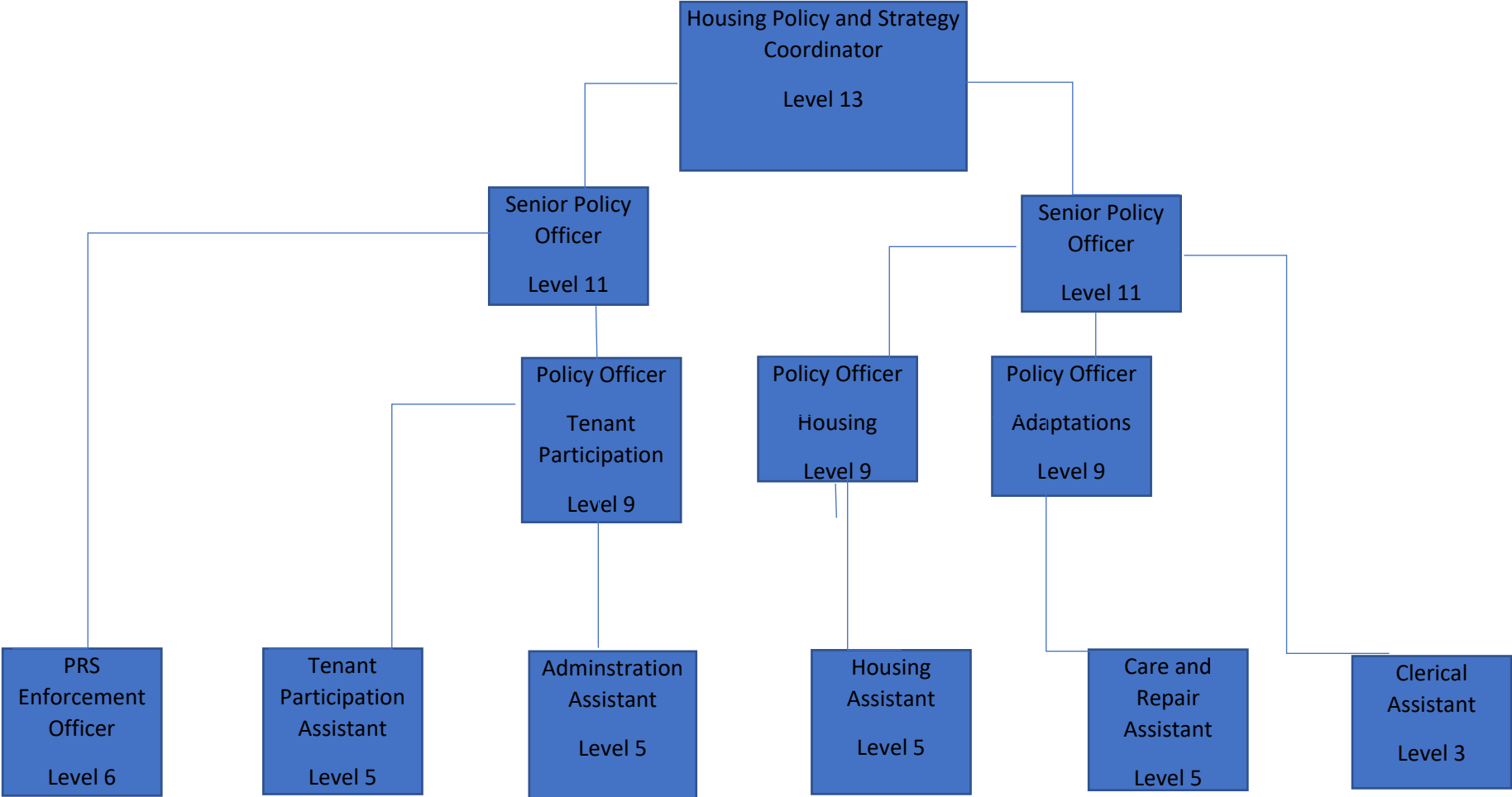
Person to Contact Kevin Anderson, Service Lead – Policy, Performance and Community Planning
County Buildings, Wellington Square, Ayr
Phone 01292 612982
E-mail kevin.anderson@south-ayrshire.gov.uk

Date: 9 February 2023

Housing Policy and Strategy – Current



Housing Policy and Strategy – Proposed



Policy and Performance – Current

Coordinator Strategic
Planning
Level 13

Corporate
Policy Officer
Level 11

Information
Researcher/
Analyst
Level 9

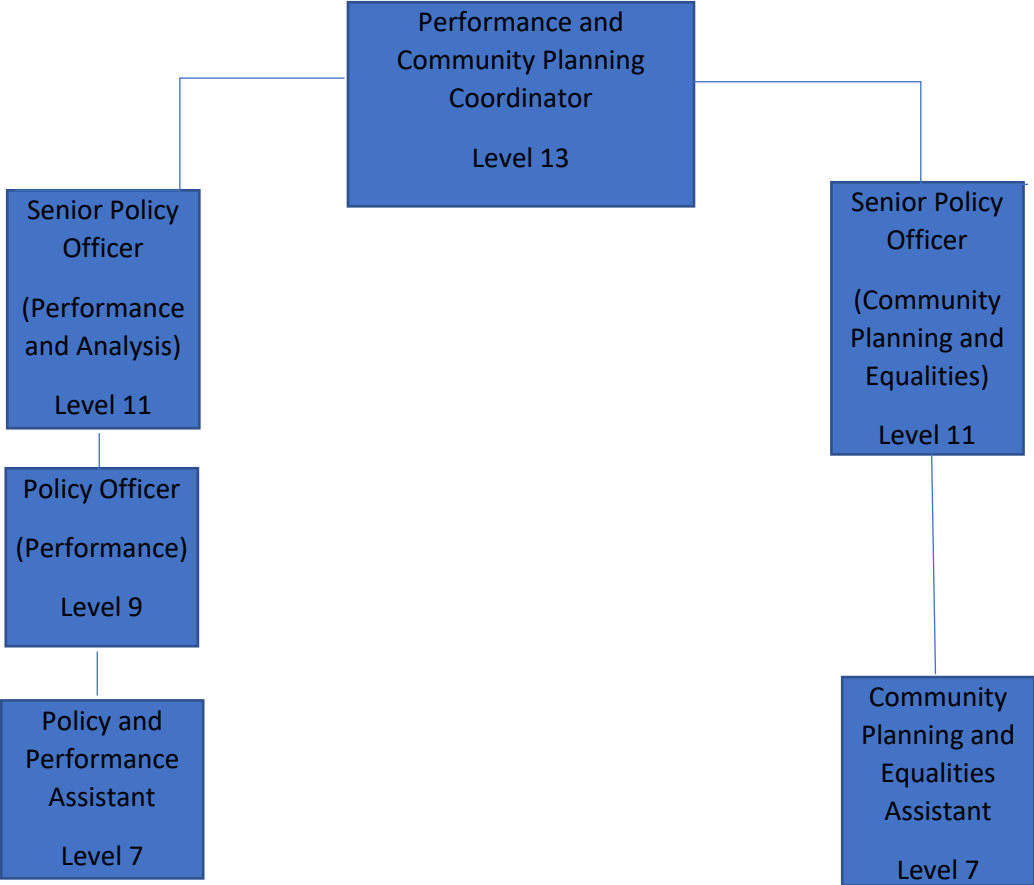
Policy and
Performance
Assistant
Level 7

CP Lead Officer
Level 11

Equalities
Officer
Level 9

Community
Planning and
Equalities
Assistant
Level 7

Performance and Community Planning – Proposed



Current Structure

Level	Post Name	FTE	Funding Allocations			
			TOTAL (including oncosts)	HRA - Recharges from GS (250280)	HRA - Tenant Participation (250200)	General Services Housing HQ (261130)
L16	Service Lead	1.00				
L13	Coordinator (Strategic Planning) Service Improvement	1.00				
L11	Community Planning Lead Officer	1.00				
L11	Corporate Policy Officer	1.00				
L10	Coordinator	2.00				
L10	Private Sector + LRS	1.00				
L9	Equalites Officer	1.00				
L9	Policy Officer	2.80				
L9	Policy Officer (75% 260510, 25% 260530)	1.00				
L9	Information Researcher/Analyst	1.00				
EVH	Care and Repair Officer	1.00				
L8						
L7	Tenant Participation Officer	1.00				
L7	Policy and Performance Assistant	1.00				
L7	Equalities and Community Planning Assistant	1.00				
L6	PRS Enforcement	1.00				
L5	Housing Asst	1.00				
L5	Tenant Participation Asst	1.00				
L3	Clerical Asst	1.00				
L3	Clerical Asst	1.00				
TOTALS		21.80	1,052,128	257,049	62,131	62,227

Proposed Structure

Level	Post Name	FTE	Funding Allocations			
			TOTAL (including oncosts)	HRA - Recharges from GS (250280)	HRA - Tenant Participation (250200)	General Services Housing HQ (261130)
L16	Service Lead	1.00				
L13	Co-ordinator	1.00				
L13	Co-ordinator	1.00				
L11	Snr Policy Officers - Housing	2.00				
L11	Snr Policy Officers - Performance	1.00				
L11	Snr Policy Officers - CP & Equalities	1.00				
L9	Policy Officer (Tenant Participation)	1.00				
L9	Policy Officer (Adapatations)	1.00				
L9	Policy Officer (Performance and Corporate)	1.00				
L9	Policy Officer (Housing)	1.00				
L7	Policy and Performance Assistant	1.00				
L7	Equalities and Community Planning Assistant	1.00				
L6	PRS Enforcement	1.00				
L5	Housing Asst	1.00				
L5	Tenant Participation Asst	1.00				
L5	Grants Asst	1.00				
L3	Clerical Asst	1.00				
TOTALS		18.00	901,751	222,650	82,360	42,271

Total saving 150,377
 Less 21/22 approved saving PEO15 (40,422)
Revised saving 109,955

Split
 General Services Revenue 75,830
 Housing Revenue Account 34,125

Appendix 3

Current Budgeted Structure				Proposed Structure		
Level	Post Name	Narrative	FTE	Level	Post Name	FTE
L16	Service Lead	No change	1.00	L16	Service Lead	1.00
L13	Coordinator (Strategic Planning) Service Improvement	Updated job description and title	1.00	L13	Co-ordinator (Performance and Community Planning)	1.00
		Post ringfenced for holders of deleted level 10 posts.		L13	Co-ordinator (Housing Policy and Strategy)	1.00
L11	Community Planning Lead Officer	Merged with Equalities Officer post, new title	1.00	L11	Snr Policy Officers - CP & Equalities	1.00
L11	Corporate Policy Officer	Updated job description and title	1.00	L11	Snr Policy Officers - Performance	1.00
		Posts ringfenced for holders of deleted level 10 posts.		L11	Snr Policy Officers - Housing	2.00
L10	Coordinator	Posts deleted and matched to new Level 13 or Level 11 posts.	2.00			
L10	Private Sector + LRS	Post deleted and matched to	1.00			

Current Budgeted Structure				Proposed Structure		
Level	Post Name	Narrative	FTE	Level	Post Name	FTE
		new level 13 or level 11 posts.				
L9	Equalities Officer	Post deleted and merged with Community Planning Lead officer. [REDACTED]	1.00			
L9	Policy Officer	Posts deleted and currently vacant. No effect on existing staff.	2.80			
L9	Policy Officer	No change	1.00	L9	Policy Officer (Housing)	1.00
L9	Information Researcher/Analyst	Updated job description and title	1.00	L9	Policy Officer (Performance and Corporate)	1.00
EVH	Care and Repair Officer	Updated job description, title and grade to reflect greater responsibility	1.00	L9	Policy Officer (Adaptations)	1.00

Current Budgeted Structure				Proposed Structure		
Level	Post Name	Narrative	FTE	Level	Post Name	FTE
L7	Tenant Participation Officer	Updated job description, title and grade to reflect greater responsibility	1.00	L9	Policy Officer (Tenant Participation)	1.00
L7	Policy and Performance Assistant	No change	1.00	L7	Policy and Performance Assistant	1.00
L7	Equalities and Community Planning Assistant	No change	1.00	L7	Equalities and Community Planning Assistant	1.00
L6	PRS Enforcement	No change	1.00	L6	PRS Enforcement	1.00
L5	Housing Asst	No change	1.00	L5	Housing Asst	1.00
L5	Tenant Participation Asst	No change	1.00	L5	Tenant Participation Asst	1.00
L3	Clerical Asst	Updated job description, title and grade to reflect greater responsibility	1.00	L5	Grants Asst	1.00
L3	Clerical Asst	No change	1.00	L3	Clerical Asst	1.00
	TOTALS		21.80		TOTALS	18.00

**South Ayrshire Council
Equality Impact Assessment
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. FSD Guidance for Public Bodies in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

1. Policy details

Policy Title	Service Review – Policy, Performance and Community Planning
Lead Officer (Name/Position/Email)	Kevin Anderson. Service Lead – Policy. Performance and Community Planning

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	None	None
Disability	None	None
Gender Reassignment (Trans/Transgender Identity)	None	None
Marriage or Civil Partnership	None	None
Pregnancy and Maternity	None	None
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	None	None
Religion or Belief (including lack of belief)	None	None
Sex – (issues specific to women & men or girls & boys)	None	None

Sexual Orientation – person’s sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	None	None
Thematic Groups: Health, Human Rights & Children’s Rights	None	None

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	None	None
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	None	None
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	None	None
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	None	None
Socio-economic Background – social class i.e. parent’s education, employment and income	None	None

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	N/A
Advance equality of opportunity between people who share a protected characteristic and those who do not	N/A
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	N/A

Increase participation of particular communities or groups in public life	N/A
Improve the health and wellbeing of particular communities or groups	N/A
Promote the human rights of particular communities or groups	N/A
Tackle deprivation faced by particular communities or groups	N/A

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	NO <input type="checkbox"/>
Rationale for decision: Service review	
Signed : Kevin Anderson..... Service Lead Date: ...16/1/23.....	