

TEAM BRIEFING SHEET NO. 265

DEPT: Chief Executive	DEPT MANAGER FOR QUESTIONS: chiefexecutive@moray.gov.uk	TEAM: Chief Executive
DATE OF BRIEFING: 17 April 2025	DATE AND METHOD OF ISSUE: Via e-mail	PRIORITY LEVEL: <input type="checkbox"/> 1 = Circulation Vital in 2 days

Please note the change to format. This recognises the practice of electronic circulation of Team briefs. This is a trial adjustment to respond to issues raised about communications

1. *Departments must enter the name of the appropriate manager prior to circulation within their services to provide a contact for questions.*
2. *The information in the Brief must be circulated to the target audience (which may not be all employees) according to the priority above. This is a management responsibility and is not optional. An appropriate means of passing on the information should be adopted.*
3. *A reply must be sent to the source of the brief in each department to confirm that the information has been passed to employees as required.*

<p style="text-align: center;"><u>Management Review approval</u></p> <p>Following on from notifying staff in Team Brief: 264 about the ongoing Management Review, this briefing sets out further information on the approved management restructure, as agreed by Full Council on 15 April 2025.</p> <p>Purpose</p> <p>The Council has consistently faced substantial challenges in developing its forward agenda with sufficient clarity and commitment to enable the strategic change necessary to support the delivery of sustainable services for the future.</p> <p>This has been exacerbated by a range of issues including post pandemic recovery issues; transitions in political and executive leadership; investment limitations in critical infrastructure; and recruitment challenges. As well as the rapidly changing financial and policy context across the public sector in Scotland and the UK.</p> <p>These challenges, the consequences of insufficient action and perceived concerns regarding the Council's effectiveness have been well documented by Audit Scotland, most recently in 2024. Audit Scotland continues to engage robustly with the Council, seeking ongoing assurance that the Council is responding to its observations and is acting to secure improvement at pace.</p> <p>It is therefore appropriate for the Council to review its management structure periodically and especially at a time when the Council is in a substantial period of transformation.</p> <p>Background</p> <p>The Council identified the need to review its leadership and management structure as part of its response to Best Value improvement requirements. The review, which started in November 2024, was led by the Interim Chief Executive. Independent support and advice to enable the review, engage stakeholders and develop proposals was commissioned competitively from an external consultant. The scope of the review considered the structure to 1st, 2nd and 3rd Tier Managers.</p> <p>The aim of the changes are to:</p> <ul style="list-style-type: none"> Create greater clarity, synergy, transparency and accountability in portfolios Nurture a collaborative culture that enables excellence and supports innovation. Establish a pivotal shift in emphasis, focus and drive the performance requirements of executive leaders. 	<p>Target Audience</p> <p>All MC Employees</p> <p>Priority Level</p> <p>1 (circulate within 2 days)</p>
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- Strengthen capacity and capability in relation to foundational issues including strategy and performance, finance, customer service and other core business infrastructure.
- Address the significant capacity gaps that are hindering the modernisation and transformation agenda.
- Create pathways to address succession planning challenges over the next 12 to 24 months.

The review recognises that chronic capacity shortages also exist in key functions acknowledging that these situations are not sustainable and must be addressed. All staff are commended for their ongoing commitment in these challenging times.

Overview of changes

Executive portfolios are created, each of which has a distinct corporate purpose and this will mark a shift away from the service-based ethos. This will facilitate our capacity to work together corporately to innovate and create new service models for the future.

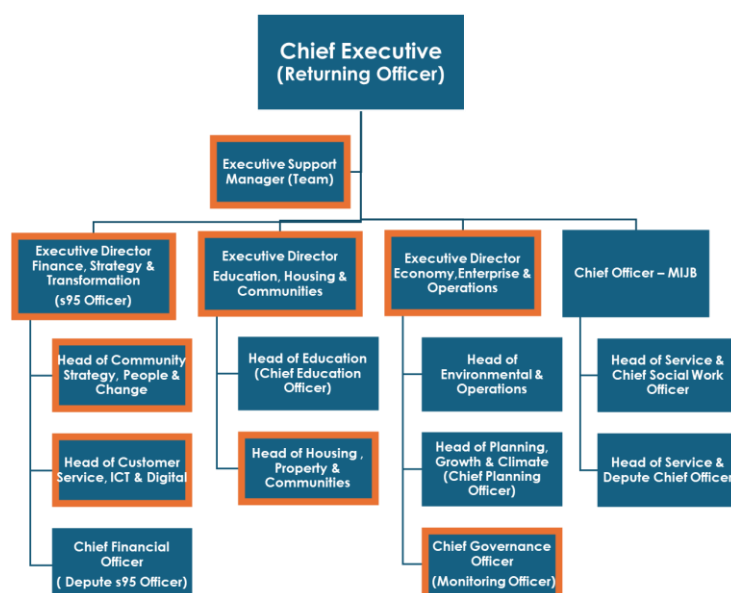
Service Managers will be empowered and have greater influence, as Executive Directors and Heads of Service/Chief Officers will be more focused on leading the whole organisation. This is an important step in addressing some of the top barriers to change.

The key changes can be summarised as follows:

- Establishing distinct executive portfolios/groupings (in addition to the Moray Integration Joint Board (MIJB)), each led by an Executive Director.
- Establishing new or materially changing Head of Service roles specifically designed to enable efficient modernised organisational infrastructure and support, transform customer service and enable the wider transformation agenda.
- Realigning Service Managers to optimise synergies and reduce duplication.
- Providing support for all new leaders to succeed through tailored development programmes.

Costs of the management structure are contained within the current financial envelope with a recognition that within three years the benefits of this change are realised – providing the opportunity to evolve leadership arrangements further at that time.

A high level overview of the proposed new structure is as follows:



Consultation and implementation

Following a period of consultation with stakeholders, including facilitated workshops and feedback sessions, from November 2024 until the end of March 2025, the proposals were modified and presented to full council on 15 April 2025.

Formal consultation will now take place with those directly affected in accordance with established policy. There will also be open recruitment for some of the posts, details of which will be shared following formal consultation.

What's next?

Below is the timetable for key activities, consultation, council meetings and selection processes ahead of the full implementation of any new arrangements by September 2025.

From September 2025 onwards phase two of the restructuring and review will take place considering all other internal structures and team groupings in light of the new management structure.

I appreciate this is a lot of information and significant period of change for all staff. I'm well aware that the next few months will be a period of transition for all services and I'm here to support everyone through that. I'd ask for everyone's patience and compassion when working with colleagues who may be facing personal challenges within the new structure. However, please also make use of the support networks available through line managers, colleagues and the [Employee Assistance Programme](#) if you are struggling with the changes.

I aim to provide a further update with the exact details of service changes and the ambitions for our new Executive Leadership Team following the period of formal consultation.

Finally, both myself and Elected Members hugely appreciate and commend the ongoing efforts of staff who continue to go above and beyond whilst addressing the many challenges created by the capacity gaps we are aiming to resolve in the organisation.

Indicative Timetable

- 17 April – 16 May 2025 - Notification to staff “at risk” and individual consultation
- By May 2025 – Transition Plan detail developed and agreed with the Chief Executive covering:
 - Recruitment Planning & Process – sequencing, approach, governance, third party advice and engagement
 - Employee support as necessary
 - Arrangements for matching
 - Communication
 - Liaison with Trade Union representatives
 - Contractual Considerations
- April – September 2025 - Transition plan implemented

Many thanks

Karen Greaves BEM
Chief Executive