

ANGUS COUNCIL

23 MARCH 2017

COUNCIL MANAGEMENT STRUCTURE

REPORT BY MARGO WILLIAMSON, CHIEF EXECUTIVE DESIGNATE

ABSTRACT

This report outlines the proposed operational management structure for Angus Council from June 2017.

1. RECOMMENDATION

It is recommended that the Council:

- (i) agree the proposed operational management structure for the Council as outlined in the report;
- (ii) agree to replace the post, Head of Planning & Place, with the post, Head of Strategic Policy and Transformation;
- (iii) to an uplift in salary for the two Strategic Directors by two points (CO49 to CO51) to reflect the increased areas of accountability; and
- (iv) agree to uplift the salary of two Heads of Service to reflect the increased areas of responsibility now included in their portfolio. This brings them in line with their peers of a similar portfolio.

2. ALIGNMENT TO THE ANGUS COMMUNITY PLAN/SINGLE OUTCOME AGREEMENT/CORPORATE PLAN

This report contributes to the following local outcome(s) contained within the Angus Community Plan and Single Outcome Agreement 2013-2016:

- Angus is a good place to live in, work in and visit
- Appropriate and effective management arrangements in the Council contributes to the delivery of all outcomes within the Community Plan, SOA and Council Plan.

3. BACKGROUND

3.1 The next two to three years of public service are likely to see significant change. Scottish Government has made its expectations clear around a reform agenda which will see communities empowered and public authorities and bodies as we know them, changing. There is a growing expectation of collaboration and partnership across boundaries: geographical and in terms of current delivery models.

3.2 The shape of our Council to meet this agenda will require change. This change cannot be static but must be shaped and reshaped over the next few years. It will require attention to public sector reform focused on **People; Partnership; Prevention; and Performance.**

3.3 Any change made now is likely to require further change over the next two to three years.

- 3.4 In Angus Council, we are already engaged in a significant change agenda that we have set a vision for: **We will be a better, stronger, more sustainable but smaller organisation by 2020**. This is a vision for our organisation in terms of how it will operate rather than what it will achieve. Our success is based on our impact on the people of Angus not on our shape as an organisation. As such, we must focus on what it is we want to achieve for the citizens of Angus and with whom. We need to ensure our services are shaped around the needs and requirements of individuals and communities: **the people**. We need to consider how we achieve the greatest impact of our collective efforts by working with others: **in partnership**. To break cycles of inequality and poverty, and reducing uncontrollable spend, our focus must be early intervention; **prevention**. And finally, we will only achieve the vision of, '**We will be a better, stronger, more sustainable but smaller organisation by 2020**' if our performance information is accurate, evidence-based and used to prioritise what we do and how we do it.

4. PROPOSALS

- 4.1 Angus Council currently employs three Strategic Directors and nine Heads of Service. The IJB has a Chief Officer and its own structure. Some employees within the Health and Social Care Partnership are Angus Council employees. Report number 377/16 outlined possibilities for a leaner structure of two Strategic Directors for Angus Council. It also provided a rationale for creating portfolios under the themes of 'People' and 'Place'. To support that decision, the proposed portfolios of the two remaining Strategic Directors take effect from June 2017, when the Strategic Director – Children & Learning takes on the role of Chief Executive.
- 4.2 For 2017/18 the management structure changes are as follows:-
- 4.3 **Chief Executive** – The focus of the Chief Executive will be '**Partnership, Growth and Transformation**'. The portfolio consists of three former areas of the Chief Executive's Unit: Economic Development; Governance; Executive Support. The Chief Executive also takes on line management of the Head of Strategic Policy, Transformation and Public Sector Reform.
- 4.4 **Strategic Director – People** – The focus of the Strategic Director People will be '**Prevention, Performance and Commissioning**'. The portfolio consists of four areas from the former Children & Learning Directorate: Children's Services; Education, Learning and Attainment; Criminal Justice and Corporate Quality & Performance. Two new areas come under the direction of the Strategic Director People: Strategic Commissioning; HR, OD, IT and Corporate Communications.
- 4.5 **Strategic Director – Place** – The focus of the Strategic Director Place will be, '**Empowerment and Infrastructure**'. The portfolio consists of three areas from the former Communities Directorate: Housing & Planning; Technical & Property and Regulatory & Protective. Three new areas come under the direction of the Strategic Director Place: Finance; Legal & Democratic Services and Emergency Planning/Resilience.
- 4.6 **Heads of Service**
- 4.7 There are ten Heads of Service employed by Angus Council. Nine form the Council Management Team and one is a member of the Angus Health & Social Care Partnership. Three of the nine posts have been reshaped to deliver our agenda for the future. The post, Head of Planning and Place has been deleted. The postholder of, Head of Planning and Place will take on a new role for the Council, Head of Strategic Policy and Transformation, reporting to the Chief Executive. The Head of Regulatory & Protective Services has been expanded to incorporate Planning, Building Standards & Housing. The Head of HR, OD & IT has been expanded to include corporate communications and marketing. The three posts subject to change from June 2017 are as follows:-
- 4.8 **Head of Strategic Policy & Transformation and Public Sector Reform** – A revised post. The focus of this post will be, 'Partnership, Growth and Transformation'. The Head of Strategic Policy & Transformation will lead our policy, research and Transforming Angus change programme. The postholder will ensure our business intelligence strategies are aligned to the national public sector reform agenda. The postholder will be responsible for bringing together the collective talents and resources of local public services, community and locality to drive positive change on local priorities. The Head of Strategic Policy and Transformation will support the Executive Management Team to ensure every service delivers on Angus Council's overall corporate change strategy. She will work with all areas within Angus Council to define, develop and improve our systems, services and structures in

response to the developing expectations of public sector reform. She will focus on where partners' collective efforts and resources, can add most value for their local communities. She will carry over into her new role a key area of responsibility: community planning. This will link appropriately with Economic Development which remains with the Chief Executive.

- 4.9 Head of Regulatory & Protective Services (to include Planning, Building Standards & Housing) (revised pay grade to CO38).
- 4.10 Head of HR, IT & OD (to include corporate communications and marketing) (revised to CO38).
- 4.11 It is proposed to reflect the expansion of accountabilities for posts outlined in 4.9 and 4.10 above in an uplift in salary to CO38 for each post.
- 4.12 **Service Managers**
- 4.13 The structure below Head of Service is currently being reviewed as part of the transformational change programme. The review will consider the number and scope of posts and pay and grading. A further paper will be brought to Council in due course regarding the outcome of this review.
- 4.14 The portfolios of the Chief Executive; Strategic Director – People; Strategic Director – Place are outlined in Appendix 1.
- 4.15 Operational reporting arrangements for management are outlined in Appendix 2.

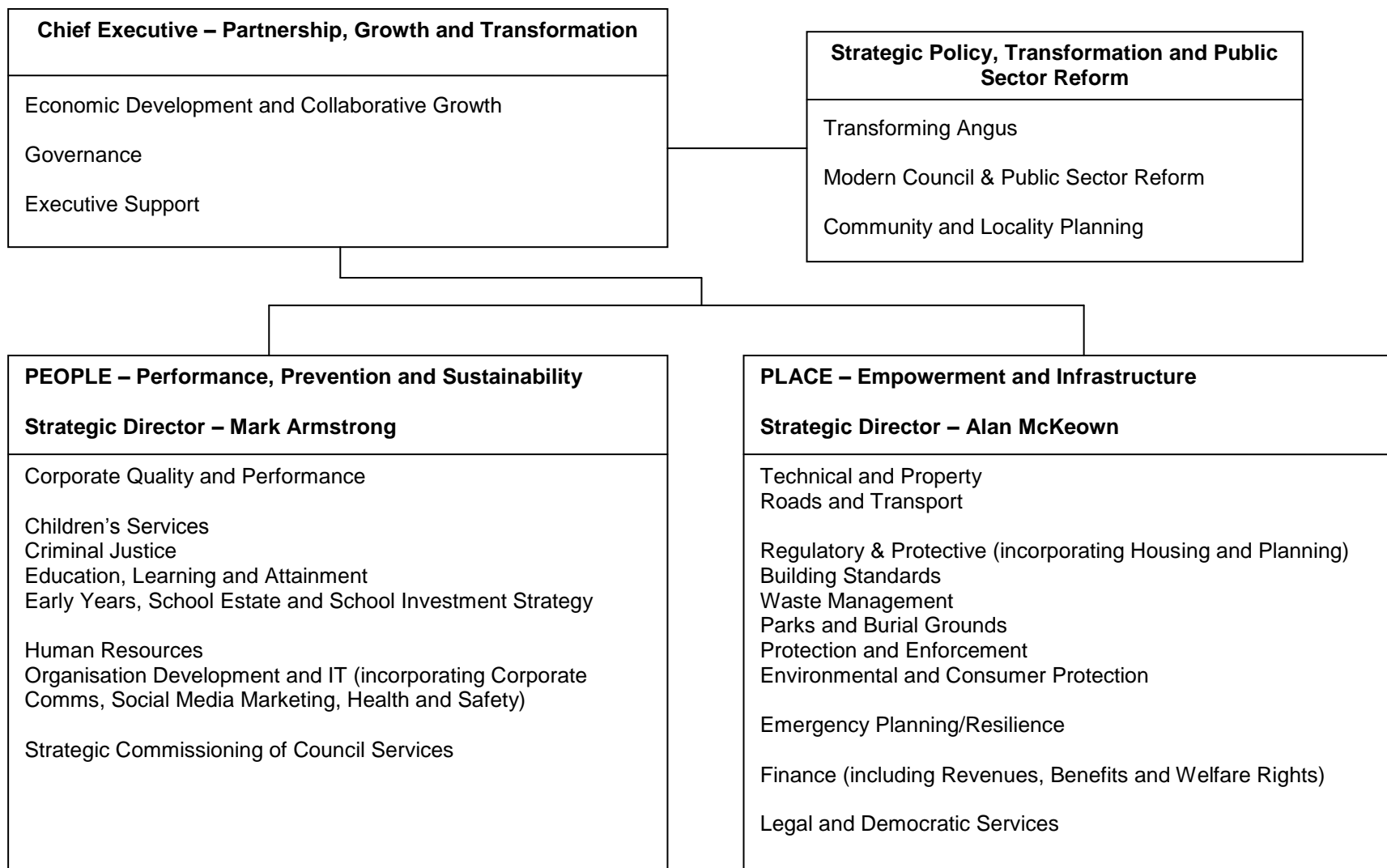
5. FINANCIAL IMPLICATIONS

- 5.1 The proposals in this report taking into account the reduction in the number of Strategic Director posts proposed in Report 377/16 and using 2016/17 salary levels is as follows:-

Proposal	Impact £000
Saving from reduction in Strategic Director posts from 3 to 2	140
Cost of revised grades for remaining Strategic Directors (CO49 to CO51)	(9)
Cost of revised grades for 2 Heads of Service (CO33 to CO38)	(23)
Net Saving to Council Budget	108

- 5.2 The proposals in this report would accordingly deliver an ongoing saving of £108,000p.a. This saving will be reflected in the Council's future revenue budgets. Report 377/16 highlighted the risk of potential severance costs depending on the option chosen and outcome of the Chief Executive recruitment process. The management structure proposals in this report will incur no severance costs to implement.
- 5.3 Although operationally the new management structure proposed in this report would take full effect in June 2017 for budget purposes it will be assumed that the change took place on 1 April 2017. The Council's monitoring budgets will accordingly be based on the new structure (subject to this being agreed).

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COUNCIL MANAGEMENT TEAM STRUCTURE (June 2017)

