ANGUS COUNCIL

ANGUS COUNCIL – 10 DECEMBER 2015

DEVELOPMENT OF THE COUNCIL MANAGEMENT STRUCTURE

REPORT BY RICHARD STIFF, CHIEF EXECUTIVE

ABSTRACT

This report proposes and recommends developments in the management structure of the Council to reflect the changes to Services to Adults and Older People coming under the delegated authority of the Angus Integrated Joint Board. It includes the changes and structures required as a result of the creation of Angus Alive, decriminalisation of parking and identifies the need to review the remuneration associated with current posts.

1. RECOMMENDATIONS

It is recommended that Angus Council:

(i)   approves the changes to management and responsibility structures;

(ii)   approves the changes to remuneration and additional responsibility payments to particular posts;

(iii)   approves the changes to the People Directorate to reflect the Children & Learning portfolio;

(iv)   approves the integration of the Welfare Rights Service into the Corporate Improvement & Finance Team;

(v)   approves the changes to the Communities Directorate, Regulatory and Preventative Services portfolio;

(vi)   notes/approves the changes to management arrangements as a result of the creation of the Health and Social Care Integration Joint Board;

(vii) instructs the Strategic Director of Resources to review management structures further to reflect a leaner hierarchy and bring back a further report.

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

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

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   Changes to the arrangements through which we deliver services in Angus have been underway throughout 2015. Angus Alive is established as an Arm's Length Organisation from December 2015. The Integration Joint Board takes its full delegated functions from April 2016 and the Council's Parking MOG is moving ahead with the decriminalisation of parking. As a consequence changes to the management of these functions and how they are led are outlined in this report along with proposals for the consequential changes required in the council's management arrangements.

4.   CURRENT POSITION

4.1   The Executive (EMT) and Council Management Team (CMT) shows the current and proposed senior management structure down to Head of Service level and is currently made up of the Chief Executive, three Strategic Directors and 10 Heads of Service. The three Strategic Directors take responsibility for deputising for the Chief Executive as required but in each of the last three years one of the Directors has been formally designated as Depute. An additional payment is available within the approved staffing budget for this. Three Heads of Service posts carry specific statutory responsibilities and attract an additional two point responsibility payment (increasing their level of remuneration to CO40); these are the Head of Legal and Democratic (Monitoring Officer), Head of Corporate Improvement and Finance (Section 95 Officer), and the Head of Children & Young People's Services (Chief Social Work Officer).

All other Heads of Service in Angus Council have responsibility and accountability for a portfolio of services which reflects a salary of CO38 with the exception of the Head of HR, IT and OD which has been graded at CO33.

The three Strategic Directors have agreed to rescind their additional payment and three year rotation as designated Depute Chief Executive. In future they will all deputise for the Chief Executive in his absence as required. This will result in a small saving to the Council.

The Integration of Health and Social Care has created a Chief Officer Integration post which is included as a member of the Executive Management Team, reporting directly to the Chief Executive and also to the Chief Executive of NHS Tayside.

The creation of Angus Alive has removed a number of operational activities from the direct day to day management of the council and placed them in the remit of the new trust. This has removed the role of Head of Services to Communities from the council's management structure. The responsibility to lead the oversight and management of the relationship with Angus Alive is proposed to be added to the remit of the Service Manager Regulatory and Protective Services.

In addition, within the Communities Directorate the decriminalisation of parking is progressing and arrangements are being made to manage and deliver this function as soon as Scottish Ministers give their approval. Responsibility for this function, and the oversight of the relationship regarding fleet with Tayside Contracts, are also proposed to be added to the remit of the Service Manager Regulatory and Protective Services.

As a consequence of the above changes the Angus Council EMT will comprise the Chief Executive, 3 Strategic Directors and the Chief Officer Integration and CMT will comprise 9 Heads of Service. Their titles, reflecting their portfolios, are listed below. There is potential for slight modifications to portfolios to reflect the changing Council into the future.

EMT

Chief Executive
Strategic Director – Children and Learning
Strategic Director – Communities
Strategic Director – Resources
Chief Officer Integration

CMT
- Head of Planning and Place
- Head of Technical and Property Services
- Head of Regulatory and Protective Services
- Head of Schools and Learning
- Head of Children & Young People's Services
- Head of Quality & Performance
- Head of Corporate Improvement and Finance
- Head of Legal and Democratic Services
- Head of HR, IT and OD

The current post of Interim Head of Adult Services for the Council will be deleted and the responsibilities and associated staffing budget will be incorporated within the integrated service resulting from the integration of Health and Social Care. A report detailing the staffing structure for the new integrated health and social care service will be presented to committee in due course.

The post of Interim Head of Services to Communities has been deleted and its functions and budget have been subsumed within the staffing structures of Angus Alive. Report 410/15 refers.

5. PROPOSALS

5.1 The facility to designate a Strategic Director as Depute Chief Executive and to offer an additional payment is removed with effect from April 2016. All Strategic Directors will deputise for the Chief Executive as required.

5.2 The Council acknowledges that Chief Officer for Integration has overall responsibility for Older People & Adult Services from April 2016 with governance responsibilities falling to the IJB and that in the light of this People Directorate is renamed Children & Learning Directorate from April 2016 with the council's Welfare Rights service transferring to become part of an overall financial inclusion service in the Resources Directorate.

5.3 The remit of the post of Service Manager Regulatory and Protective Services is expanded to incorporate the additional responsibilities detailed in 4.1 above and that in recognition of these is established as a Head of Service role at CO33. The financial implications of this change will be met from within existing resources.

5.4 That the Strategic Director for Resources should review the Management structures and remuneration to reflect a leaner, simpler and clearer organisational structure fit for a modern Council. To ensure consistency of management span of control, current and proposed structures should be tested against the following guiding principles:

1. Chief Executive
2. Strategic Director
3. Head of Service (currently in a range CO33 to CO38/40) to be standardised following a formal review
4. Service Manager (currently CO24 – CO28)
5. Locality Manager (optional/service specific requirement and titles including QIOs; Educational Psychologists and others.
6. Team Leader

5.5 In particular the review should focus on the identification of a single but appropriate and consistent approach to the remuneration for Heads of Service and Chief Officer graded Service Manager posts. In addition, as budgets tighten and the cultural focus is on developing and delivering a lean and high functioning senior management team, the role of stepped payments against priority performance is evidence in other authorities. This will be explored to establish if there are positive impacts and benefits that this approach could have in driving improvements in performance.

6. FINANCIAL IMPLICATIONS

6.1 The removal of the Depute Chief Executive responsibility payment will yield a saving of £4,000 p.a. and will be reflected in the 2016/17 revenue budget. The re-grading of the Head of Regulatory and Protective Services post will result in an additional cost of £11,600 p.a. and will be contained within the existing revenue budget of the Communities Directorate. The post of Interim Head of Adult Services will be deleted and the responsibilities and associated staffing budget will be incorporated within the integrated service resulting from the integration of Health and Social Care. The post of Interim Head of Services to Communities has been deleted as part of the move to Angus Alive and the revised staffing structure (and savings) associated with that new set up (Report 410/15) refers.

The structure for the Integrated management team will be met from proposed integrated budget in April 2016.

7. CONSULTATION

The Executive Management Team, Head of Corporate Improvement and Finance and the Head of Legal and Democratic Services have been consulted and are in agreement with the contents of this report.

NOTE: The background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) which were relied on to any material extent in preparing the above report are:

REPORT AUTHOR: **Richard Stiff, Chief Executive**
EMAIL DETAILS: **StiffR@angus.gov.uk**