

ANGUS COUNCIL

24 JUNE 2021

CHANGES TO DIRECTOR PORTFOLIOS

REPORT BY CHIEF EXECUTIVE

ABSTRACT

This report advises Council of proposed changes to Director portfolios to ensure that the Council is structured in the most appropriate way to maximise opportunities and deal with known challenges over the next 3 – 5 years.

1. RECOMMENDATION(S)

It is recommended that the Council:

- (i) Notes that the Chief Executive is bringing this report to Council in terms of her role as Head of Paid Service under section 4 of the Local Government and Housing Act 1989 as it details matters relating to the manner in which the discharge by the authority of their different functions is co-ordinated.
- (ii) Note that it is the duty of the Council to consider this report.
- (iii) Notes the content of this report and the review of Director portfolios that has been undertaken.
- (ii) Approves the proposed changes to current Director portfolios and teams as detailed in Section 5 and notes that the Chief Executive will implement these changes in accordance with relevant Council policies.

2. ALIGNMENT TO THE COUNCIL PLAN

This Report contributes to the achievement of all the priorities detailed in our Council Plan for 2021 – 2024.

- 1. We want Angus to be a 'go-to' area for businesses
- 2. We want to maximise inclusion and reduce inequalities
- 3. We want our communities to be strong, resilient and led by citizens
- 4. We want Angus Council to be efficient and effective

3. BACKGROUND

As advised in Report 141/21 following the retirement of the Director of Communities, in accordance with good practice, it was decided to undertake a review of responsibilities at directorate level to meet national and local developments. This review was to determine whether or not the post should be replaced with no changes to the role and remit or whether there would be benefit to amending the post in some way that would deliver better outcomes and outputs for the Council.

A review of Director portfolios has been undertaken and a number of proposed changes have been identified. These changes are to ensure the Council is structured in the most appropriate way to maximise opportunities and deal with known challenges over the next 3 – 5 years.

The changes will shape the Council in a way which will increase its effectiveness in supporting and leading the Angus recovery and renewal from the impacts of the Covid-19 pandemic as well as delivering on the Council Plan priorities.

4. CURRENT POSITION

The current Directorate organisational structure and portfolios is detailed in Appendix 1.

The review of portfolios was undertaken within the following strategic context.

Through any changes we aim to:

- Maximise the Council's ongoing change and improvement as part of our role in Covid recovery and renewal. For example, our significant progress with agile and flexible working.
- Work to ensure that our Covid recovery and renewal makes positive progress on all four Council Plan themes of Economy, People, Place and Our Business.
- Have a focus on delivery of the Tay Cities Deal, climate change, the integration of place planning, and the development of vibrant, sustainable communities across Angus
- Improve the integration of Community Planning with local place plans, delivery of place based funding initiatives and the development of locality service delivery.
- Improve our community engagement and empowerment by building this approach into our organisational culture.
- Reinvigorate and focus our work on demand management and the progression of Community Wealth Building.
- Continue our journey of creating an organisational culture that is customer focussed, built upon collaboration and service integration, delivered through an empowered workforce.

The proposals for Director portfolio changes detailed in this report contribute to the delivery of these objectives and will assist in moving forward change and improvement both within the Council and also with the work we do with partners and other key stakeholders.

5. PROPOSALS

The changes to Director portfolios are summarised in the table below and the resulting organisational structure is detailed in Appendix 2.

Proposal	Rational and Benefits
<p>Revised portfolio of activities of the previous Communities Director to a replacement post - Director of Vibrant Communities and Growth</p> <p>Establish a permanent post to be advertised externally in accordance with Council policy.</p>	<p>Brings together the current Communities Directorate with the Economic Development service to drive economic and green growth, lead on climate change and the creation of vibrant and sustainable communities across Angus.</p> <p>The Directorate will play a key role in the delivery of the Council Plan and Angus Community Plan and will lead on the development and delivery of empowered and integrated neighbourhood service teams. This development will be progressed as a service review.</p> <p>The Directorate will create an integrated customer journey for local businesses by having economic development, development planning, development management, building standards and ECP all within a single directorate.</p> <p>The Directorate will also lead on the delivery of place based funding initiatives, such as the Place Based Investment Programme, Town Centre Regeneration Fund, and the contribution these funds can make to the creation of sustainable communities.</p>
<p>Locate the Economic Development Service alongside the Planning Service</p>	<p>As a key dimension of Covid recovery, to strengthen the links between economic growth, spatial planning and place making.</p>

	Working across the Council, this service will have a lead role in the delivery of Tay Cities Deal projects and the achievement of clean and inclusive growth across Angus.
Adjust the remits of Development Standards and Strategic Planning Managers	Provides improved, targeted resource to lead the development of the Council's LDP, Place Plans and the development and delivery of objectives for Climate Change activity, clean growth and carbon reduction.
Establish a 23-month fixed-term post: Service Leader Aspiring Angus	<p>Bring together the Communities Teams and CLD Strategy (currently located within the Education and Lifelong Learning Directorate) into a single service. In addition to this services' direct service delivery functions, e.g. child poverty interventions, youth work and adult learning, it will focus on leading the Council's delivery on our aspirations for community empowerment and engagement.</p> <p>The service would lead on improving and delivering existing activity, including Community Asset Transfer and Participatory Budgeting, and will also drive forward corporate improvements and efficiencies through service design and demand management initiatives ensuring that these improve outcomes and involve effective community engagement and participation.</p> <p>This Service Leader post will be a fixed-term post for 23 months and will be funded through the existing demand management budget.</p> <p>Over the 23-month period, as the council makes progress on this agenda and builds a culture that has community participation, engagement and empowerment at the heart of all our work, this service will be redesigned further through a service review.</p>
Minor changes to the existing position - Director of Strategic Policy, Transformation and Public Sector Reform	<p>To provide strategic and corporate leadership for the delivery of the Council's Change Programme.</p> <p>To continue to provide strategic leadership and development of Tay Cities Deal.</p>
Minor changes to the existing position - Director of Legal and Democratic Services to lead the Procurement Service	To maximise the value we derive from our contracts and commissioning arrangements through the professional expertise that exists in L&DS.

6. FINANCIAL IMPLICATIONS

There are no financial implications resulting from this report. All costs associated with the changes will be covered within existing approved budgets.

The 23-month fixed-term post of Service Leader Aspiring Angus will be funded through the £470K service development/investment budget that was agreed as part of the Council's 2020/21 budget process. As detailed in the budget report, this resource was created to enable the Council, working across the Angus Community Planning Partnership, to reduce failure demand, focusing resource on the people that need it and finding the best way to address their needs. This work will ensure that the right service reaches the right resident when and where they need it, for the best cost.

The Covid pandemic prevented this work being taken forward in 2020/21 but the Council and ACPP are now implementing this work as a key aspect of recovery and renewal. The Aspiring Angus Service will lead and drive forward this innovative and transformational work as part of the Council's change programme.

7. OTHER IMPLICATIONS

As part of the review discussions have been held with the staff directly concerned and the relevant Trade Unions have been advised of the proposed changes to portfolios and line management arrangements.

8. EQUALITY IMPACT ASSESSMENT

As this report is detailing changes to leadership portfolios, rather than changes to services or policy, an Equality Impact Assessment is not required as there is no differential impact on people with protected characteristics.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

REPORT AUTHOR: Mark Armstrong, Depute Chief Executive
EMAIL DETAILS: armstrongm@angus.gov.uk

List of Appendices:

- Appendix 1 Current Directorate Structure to Manager Level
- Appendix 2 Proposed Directorate Structure to Manager Level



Equality Impact/Fairer Scotland Duty Assessment Form

(To be completed with reference to Guidance Notes)

Step 1

Name of Proposal (includes e. g. budget savings, committee reports, strategies, policies, procedures, service reviews, functions): **CHANGES TO DIRECTOR PORTFOLIOS**

Step 2

Is this only a **screening** Equality Impact Assessment Yes/~~No~~
(A) If Yes, please choose from the following options **all** reasons why a full EIA/FSD is not required:

- | | |
|--|--------------------|
| (i) It does not impact on people | Yes/No |
| (ii) It is a percentage increase in fees which has no differential impact on protected characteristics | Yes/No |
| (iii) It is for information only | Yes/ No |
| (iv) It is reflective e.g. of budget spend over a financial year | Yes/No |
| (v) It is technical | Yes/No |

If you have answered yes to any of points above, please go to **Step 16**, and sign off the Assessment.

(B) If you have answered No to the above, please indicate the following:

Is this a full Equality Impact Assessment	Yes/No
Is this a Fairer Scotland Duty Assessment	Yes/No

If you have answered Yes to either or both of the above, continue with Step 3.

If your proposal is a **strategy** please ensure you complete Step 13 which is the Fairer Scotland Duty Assessment.

Step 3

(i)Lead Directorate/Service:

(ii)Are there any **relevant** statutory requirements affecting this proposal? If so, please describe.

(iii)What is the aim of the proposal? Please give full details.

(iv)Is it a new proposal? Yes/No Please indicate OR

Is it a review of e.g. an existing budget saving, report, strategy, policy, service review, procedure or function? Yes/No Please indicate

Step 4: Which people does your proposal involve or have consequences for?

Please indicate all which apply:

Employees Yes/No

Job Applicants Yes/No

Service users Yes/No

Members of the public Yes/No

Step 5: List the evidence/data/research that has been used in this assessment (links to data sources, information etc which you may find useful are in the Guidance). This could include:

Internal data (e.g. customer satisfaction surveys; equality monitoring data; customer complaints).

Internal consultation (e.g. with staff, trade unions and any other services affected).

External data (e.g. Census, equality reports, equality evidence finder, performance reports, research, available statistics)

External consultation (e.g. partner organisations, national organisations, community groups, other councils).

Other (general information as appropriate).

Step 6: Evidence Gaps.

Are there any gaps in the equality information you currently hold? Yes/No

If yes, please state what they are, and what measures you will take to obtain the evidence you need.

Step 7: Are there potential differential impacts on protected characteristic groups? Please complete for each group, including details of the potential impact on those affected. Please remember to take into account any particular impact resulting from **Covid-19**.

Please state if there is a potentially positive, negative, neutral or unknown impact for each group. Please state the reason(s) why.

Age

Impact

Disability

Impact

Gender reassignment

Impact

Marriage and Civil Partnership

Impact

Pregnancy/Maternity

Impact

Race - (includes Gypsy Travellers)

Impact

Religion or Belief

Impact

Sex

Impact

Sexual orientation

Impact

Step 8: Consultation with any of the groups potentially affected

If you have consulted with any group potentially affected, please give details of how this was done and what the results were.

If you have not consulted with any group potentially affected, how have you ensured that you can make an informed decision about mitigating action of any negative impact (Step 9)?

Step 9: What mitigating steps will be taken to remove or reduce potentially negative impacts?

Step 10: If a potentially negative impact has been identified, please state below the justification.

Step 11: In what way does this proposal contribute to any or all of the public sector equality duty to: eliminate unlawful discrimination; advance equality of opportunity; and foster good relations between people of different protected characteristics?

Step 12: Is there any action which could be taken to advance equalities in relation to this proposal?

Step 13: FAIRER SCOTLAND DUTY

This step is only applicable to **strategies** which are key, high level decisions. If your proposal is **not** a strategy, please leave this Step blank, and go to Step 14.

Links to data sources, information etc which you may find useful are in the Guidance.

Step 13(A) What evidence do you have about any socio-economic disadvantage/inequalities of outcome in relation to this strategic issue?

Step 13(B) Please state if there are any gaps in socio-economic evidence for this strategy and how you will take measures to gather the evidence you need.

Step 13(C) Are there any potential impacts this strategy may have specifically on the undernoted groupings? Please remember to take into account any particular impact resulting from **Covid-19**.

Please state if there is a potentially positive, negative, neutral or unknown impact for each grouping.

Low and/or No Wealth (e.g. those with 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.

Impact

Material Deprivation (i.e. those unable to access basic goods and services e.g. repair/replace broken electrical goods, warm home, leisure and hobbies).

Impact

Area Deprivation (i.e. where people live (e.g. rural areas), or where they work (e.g. accessibility of transport).

Impact

Socio-economic Background i.e. social class including parents' education, people's employment and income.

Impact

Other – please indicate

Step 13(D) Please state below if there are measures which could be taken to reduce socio-economic disadvantage/inequalities of outcome.

Step 14: What arrangements will be put in place to monitor and review the Equality Impact/Fairer Scotland Duty Assessment?

Step 15: Where will this Equality Impact/Fairer Scotland Duty Assessment be published?

Step 16: Sign off and Authorisation. Please state name, post, and date for each:

Prepared by: Mark Armstrong, Depute Chief Executive 23 April 2021

Reviewed by:

Approved by:

NB. There are several worked examples of separate EIA and FSD Assessments in the Guidance which may be of use to you.
