

DUNDEE CITY COUNCIL

REPORT TO: Personnel and Management Services Committee - 30 June 2003

REPORT ON: Modernising Management Structures - Redesignation of Chief Officer Posts

REPORT BY: Chief Executive

REPORT NO.: 433-2003

1 PURPOSE OF REPORT

- 1.1 This report outlines proposals to re-designate Chief Officer posts within Dundee City Council allowing a revised management structure which will facilitate better decision making in the years ahead.

2 RECOMMENDATIONS

- 2.1 It is recommended that the redesignations and revised management structure as outlined within this report are agreed.

3 FINANCIAL IMPLICATIONS

- 3.1 None.

4 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 None.

5 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 None.

6 BACKGROUND

- 6.1 Dundee City Council, like other Councils in Scotland, has been operating within a rapidly changing environment both policy delivered from central government, through areas such as Community Planning, Best Value and a multitude of other directives and instructions to service departments emanating from the new Scottish Parliament, and customer driven, in rising expectations from citizens and customers a dynamically changing increasingly electronic environment.

The Council agreed the procedure for the production of a new Corporate Plan and its adoption by the Council in September 2003. The over-riding themes of the new Plan will be those of Community Planning and Modernising Government. As well as the new Council Plan allowing for an opportunity to consider new directions and the chance to deliver significant improvements, it would also seem the optimum time to bring forward proposals addressing management structures within the Council.

In order to meet the increasing demands from central government and to address the Modernising Agenda for Local Government, it is essential that any proposals should deliver efficient, effective services in a joined-up fashion and in order to continue to be successful in delivering high quality front line services.

Many of the challenges that lie ahead have been identified in the existing Council Plan, in the Community Plan for Dundee 2001-2006, and in the Council's Information and Communication Strategy and to address these there is a need to review the management structure within the Council and adapt it to respond more effectively and efficiently to new forms of working.

7 RATIONALE

7.1 Current Situation

At present, the Chief Executive is assisted in his role by 15 Chief Officers. In addition, the City Architectural Services Officer (part of the Support Services Department) attends the Council's Management Team. There are 11 major departments:- Leisure and Arts; Dundee Contract Services; Economic Development; Education; Environmental and Consumer Protection; Finance; Housing; Neighbourhood Resources and Development; Planning and Transportation; Social Work; Support Services and in addition the Chief Executive's Group comprising the Departments of Corporate Planning; Information Technology; Personnel and Management Services and Public Relations.

The retirements of the Director of Neighbourhood Resources and Development and the Director of Environmental and Consumer Protection allowed the opportunity to appoint acting Chief Officers contingent upon a review of the current organisational structure. The outcome of the review by the Chief Executive and Director of Personnel and Management Services allows for a more streamlined Management Team, clearer lines of accountability and a more efficient and effective structure with little or no effect on delivery. This is outlined below.

8 PROPOSALS

8.1 Departmental Structures

Experience from other local authorities of similar size which have adopted revised structures have shown that the "Super Director" model has some inherent weaknesses as well as strengths. As these top tier posts have largely been concerned with policy direction rather than operational control with no direct cost centre or budgetary control, tensions have developed between policy and operational responsibilities (especially in relation to elected members) and service delivery responsibility. In order to avoid these difficulties in any revised structure for Dundee City Council, it is suggested that overall budget responsibility will still remain with Chief Officers and be responsive to service rationale thus allowing direct service responsibility and a leaner Management Team to set strategic direction.

In consequence, the management structure outlined in Appendix 1 allows for a comprehensive Chief Executive's Department and a reduction in the current Management Team from 16 to a more manageable 10. This reduction and the introduction of Depute Chief Executive and Assistant Chief Executive designations are intended to create a more flexible management organisation which can more easily adapt to the changing circumstances and priorities of modern local government. There will be a new emphasis on matrix management rather than on the traditional management more commonly seen in the public sector.

The composition of the new Management Team as outlined in Appendix 1 allows the Assistant Chief Executives and Heads of Division to act as advisors to the Management Team. Appendix 2 outlines the composition of the new Chief Executive's Department.

8.2 Departmental Responsibility

8.2.1 Chief Executive's Department

The Chief Executive's Department (Appendix 2) consists of 2 Assistant Chief Executives and 4 Heads of Division. The department would have responsibility for all aspects of Community Planning, Policy and Performance, Communities, Personnel, Service Development, Waste Management, Public Relations and Information Technology.

The Assistant Chief Executive (Community Planning) would have direct management responsibility for the Dundee Partnership; Health; Members' Support Services as well as responsibility for Performance and Planning including service planning involving customer service systems.

The Assistant Chief Executive (Management) would assist the Chief Executive across the range of Council activities, including assisting departments to drive forward with corporate objectives and service developments. In addition, the postholder would be responsible for the overall management of the (re-titled) Personnel Division, including the development of corporate policies and initiatives, the maintenance of effective industrial relations, facilitating improvements in effectiveness, efficiency and service delivery across the Council, and the health and safety of employees.

The Head of Public Relations and the Head of Information Technology would retain their existing areas of responsibility and would report to the Assistant Chief Executive (Management).

8.2.2 The Depute Chief Executive (Finance)

The Director of Finance would be redesignated as Depute Chief Executive (Finance) and would have responsibility for financial functions of the Council including all money collection and the customer service centre for Revenues. In addition, the postholder would deputise for the Chief Executive, as required.

8.2.3 Depute Chief Executive (Support Services)

The Director of Support Services would be redesignated Depute Chief Executive (Support Services) and would be responsible for central administration including legal, licensing, registrar and electoral registration as well as Environmental Health and Consumer Protection, and Architectural Services. In addition, the postholder would deputise for the Chief Executive, as required.

8.2.4 Other Directors within Management Team

The Directors of Education, Social Work, Planning and Transportation, Housing, Economic Development, Dundee Contract Services and Leisure and Arts would continue as currently.

9 **CONCLUSION**

- 9.1 As well as meeting the needs of organisational efficiency, it is anticipated that these proposals will eventually lead to budgetary savings within the Council.

Alex Stephen
Chief Executive

16 June 2003

DUNDEE CITY COUNCIL

MANAGEMENT TEAM

Chief Executive
Depute Chief Executive (Support Services)
Depute Chief Executive (Finance)
Director of Education
Director of Social Work
Director of Planning and Transportation
Director of Housing
Director of Economic Development
Director of Dundee Contract Services
Director of Leisure and Arts

ADVISERS TO MANAGEMENT TEAM

- Assistant Chief Executive (Management)
- Assistant Chief Executive (Community Planning)
- Head of Waste Management
- Head of Communities
- Head of Information Technology
- Head of Public Relations
- City Architectural Services Officer

CHIEF EXECUTIVE'S DEPARTMENT

