

REPORT TO: POLICY & RESOURCES COMMITTEE - 8 JUNE 2015

REPORT ON: DUNDEE CITY COUNCIL SERVICE AND MANAGEMENT STRUCTURES

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 216-2015

1. PURPOSE OF REPORT

1.1 The purpose of this report is to seek the approval of members to implement revised service delivery and senior management arrangements within the Council.

2. RECOMMENDATIONS

2.1 It is recommended that:

- a) members approve the revised management and service structures in Appendices 1 and 3;
- b) the Council adopts the Dundee City Council pay and grading structure proposed in Appendix 2, incorporating the Living Wage;
- c) members support the proposal to provide at least 150 career development opportunities for young people under 25 in the City Council by the end of 2016/17;
- d) the Chief Executive and Council Management Team are authorised to implement the proposals in the report over the next 12-15 months, following consultation with relevant Trades Unions and employees;
- e) members note that further reports will be submitted to Council Committees as required on the detailed design and implementation of service management and delivery arrangements;
- f) the Head of Democratic & Legal Services is authorised to make consequential amendments to standing orders, financial regulations, tender procedures and the scheme of delegation to officers to reflect the changes proposed in the report.

3. FINANCIAL IMPLICATIONS

3.1 It is anticipated that savings in the region of £400,000 will be achieved through a planned approach to VER/VR using the Council's established procedures. These savings are net of any associated costs involved.

4. SUMMARY

4.1 Over the next 12-15 months, it is proposed to realign Council services more closely with policy priorities, and to respond positively to the changing public services landscape both locally and nationally. The introduction of the new arrangements will help maintain the City Council's reputation as a well-run and ambitious local authority, delivering best value for communities across Dundee. There are 3 main elements to the proposals as outlined in paragraphs 4.2 to 4.4 below.

- 4.2 Firstly, the reconfiguration of the Council's current departmental structures into more streamlined management arrangements which closely reflect the Council's key priorities. Appendix 1 provides details of the current and proposed structures, which will support the development of improved partnership working and service integration across the city.
- 4.3 Secondly, the introduction of a single pay model for all employees, other than those on SNCT conditions of service which are agreed nationally. The current pay structure has been in place for many years and lacks flexibility and opportunities for career progression. In addition, the Council has adopted differing pay models for Local Government Employees where spinal column point scales are used, and fixed salary points for Chief Officers. A new Dundee spinal column point model has been developed, based on hourly rates to incorporate all employees, including Heads of Service and Directors, and incorporating the Living Wage. Appendix 2 provides details of the proposed approach.
- 4.4 Finally, a significant increase in the Council's support for young people in Dundee by providing additional career development opportunities. At present, there are approximately 72 apprenticeships within the Council. 83% of these trainees obtain jobs either within the Council or with other employers. It is proposed that the Council commits to double its capacity in terms of the number of opportunities available for those under 25 over the next 2 years.
- 4.5 A key aspect of good governance is for the Council to maintain management overheads at efficient levels. The service mergers and associated reviews outlined in the report will reduce costs, but importantly maintain the Council's capacity to provide good quality services to customers and communities. Since the Council's Best Value audit in 2005 the management structures of the organisation have been kept under rolling review, with consequent reductions in costs and the number of Council departments. When fully implemented, it is anticipated that the current proposals will provide clearer roles and responsibilities for senior managers, and promote improved corporate working and city leadership. The revised management structures will reduce the number of Council employees currently on Chief Officer or equivalent grades from approximately 100 FTE by approximately 10%, with an associated saving in excess of £400,000 per annum. This will be achieved through a planned approach to VER/VR using the Council's established procedures.
- 4.6 The revised Council management and service structures in Appendix 1 provide an opportunity to reassess the Council's approach to assisting new or recent entrants to the labour market in Dundee. As part of its economic development and regeneration activities the Council has been successful in creating jobs and training places for young people in local companies and the third sector. However, youth unemployment remains high in the city, and the Council could do more to provide direct opportunities for young people as part of a strategy to refresh and invest in the City Council's workforce.

- 4.7 Should members support the proposals outlined in the report, it is intended to fully implement the revised service management arrangements by the middle of 2016. Action will be taken to amend the Council's schemes of delegation which are required to take account of the proposed changes. This also provides an opportunity for the Council to review current governance and committee structures and it is proposed that a further paper is submitted to members in this regard.

5. **CURRENT POSITION**

- 5.1 In recent years, Dundee City Council has built a strong reputation as a local authority with ambition and a track record of achievement. It is well regarded by partners, regulators and inspectors, and has built effective relationships with other Councils, COSLA and central government. While this has been driven by political administrations with a clear vision, it has also been supported by the commitment, hard work and dedication of management teams and employees across the Council. As a successful organisation, the City Council has so far been able to meet the challenges of delivering best value in a difficult financial environment.
- 5.2 Over this period, public services in Scotland have experienced continuous change. The roles of the Chief Executive and the Executive Directors are also evolving to respond to this complex landscape. Senior officers provide strategic leadership in managing a wide range of service delivery arrangements, negotiating with partners, steering community engagement, and influencing public, private and voluntary sectors to work towards achieving common goals. It is vital that the organisation has sufficient capacity to fulfil these challenging roles going forward. Top quality leadership and change management skills are now required across public services, but these are particularly important in local government where customer and political expectations are rightly high and increasing. In Dundee City Council, Directors need to drive continuous improvement, develop new and innovative ways of working, as well as demonstrating a wide range of knowledge, technical ability and positive behaviours.
- 5.3 For Heads of Service, the more complex operating environment has led to greater workloads, more delegated decision-making and, like Directors, the need for good quality leadership and management skills. The level of responsibility associated with Heads of Service posts has expanded, and these managers now shoulder substantial responsibility for efficient and effective service performance and resource management.
- 5.4 The current Council pay and grading model has been in place for some time, and no longer provides the flexibility needed for a rapidly changing organisation. In addition, the Council has gradually reduced the number of senior posts and departments over the last decade, and this has led to some inconsistencies in the scale and remit of Chief Officer posts.
- 5.5 Against this background, it is proposed that a revised grading structure is adopted for Director, Heads of Service and Service Manager posts across the Council. This will provide better succession planning, improved career structures, better accountability for performance and clearer roles and responsibilities.

- 5.6 A new Dundee City Council SCP model (Appendix 2) integrates current Chief Officer grades into a single salary scale for all employees (other than those on SNCT conditions of service which are agreed nationally). It is proposed that all senior management posts move to 3 or 4 point scales, rather than the current 'spot salary' model. This reflects the approach to pay and grading which is the norm for all other employee groups, with future appointments normally commencing on the lower point on the scale. It is proposed that existing postholders will be moved to the new SCP model on current salaries. A revised senior officer performance management framework will be developed to link performance to progression.
- 5.7 Taken together with the proposed reduction in the number of senior management posts outlined in the report, these proposals will provide more flexible management structures across the Council and generate management savings. The new SCP model will also assist the Council in integrating the Living Wage into the pay and grading structure. It is proposed to reinvest an element of the savings into the provision of additional opportunities for young people within the Council.

6. MOVING FORWARD

- 6.1 Within Dundee, the Council is now pursuing an ambitious and positive agenda aimed at improving public services, tackling poverty and inequality, promoting jobs and economic growth. Work is also underway to build stronger, more resilient communities and promote effective community leadership. This agenda is challenging, and requires the City Council to respond in a number of ways. These include:

- maintaining the pace of regeneration and economic development activity across the city;
- continuing to play a major role in procuring and delivering a substantial capital investment plan for Dundee, in partnership with other public agencies and the private sector;
- exploring innovative funding solutions and campaigning for additional public resources for Dundee;
- building on the city's growing national and international reputation;
- improving opportunities and outcomes for children and young people in Dundee – in particular better attainment and achievement and successful transition into the economy;
- the provision of personalised and community-based services for vulnerable people;
- developing a strategic approach to addressing health inequalities across the city;
- planning for and mitigating the impact of fundamental changes in UK welfare and social security policy;
- ensuring that Dundee responds effectively to a rapidly changing community safety and public protection landscape;
- the roll-out of a comprehensive digital and ICT strategy for the Council and the wider Dundee community;
- building on the Council's considerable achievements to date in promoting community empowerment;
- considering alternative models of service delivery, such as shared services, joint ventures and strategic commissioning.

- 6.2 It is important that the Council puts in place staffing and service structures that support these policy ambitions and strategic objectives. It will also be necessary to manage risk successfully, ensure service resilience and, where possible, enhance customer focus and responsiveness. The City Council also needs to promote and deliver best practice in corporate governance. Within a climate of reducing resources for the foreseeable future, this agenda poses several significant management and political challenges. However, the Council Management Team has closely reviewed current operational and service structures within the Council, and considers that the proposals in the report can achieve management savings without compromising the Council's efficiency, effectiveness and ability to deliver excellent public services.
- 6.3 It is intended to implement the proposed management changes on a planned, phased basis over the 2015/16 and 2016/17 financial years. Where job profiles are largely unchanged, current postholders will be matched into positions in the revised Council structure. For new and significantly different positions, an internal recruitment process will take place in line with the Council's established procedures and in consultation with relevant trades unions.

7. **REVISED SERVICE AND MANAGEMENT ARRANGEMENTS**

- 7.1 A summary of the proposed functions and service responsibilities of each directorate is contained in Appendix 3, while an outline of the proposed senior management arrangements is provided below. Fully detailed services structures will be developed in consultation with conveners, elected members, employees and trade unions, and reported as required for committee consideration over the next 12-15 months. It is anticipated that the revised council service arrangements will be fully implemented by summer 2016.

7.2 Corporate Services

This directorate will not change significantly in terms of the range of services provided, however there is scope for greater service integration. It is therefore intended to move from 6 to 4 Heads of Service. The service groupings proposed are:

- Human Resource and Business Support - this is a recently established service with responsibility for 'people' strategies and support and includes Human Resource teams, Health and Safety, Business Support and a new corporate Learning and Organisational Development division.
- Corporate Finance which includes the key support and responsibility for all Council financial arrangements; internal audit; risk management and emergency planning; pension strategy and management; procurement and commissioning
- Democratic and Legal Services - which includes the key roles of legal advice including the role of Monitoring Officer; democratic services to support the electorate and elected members;
- Customer Services and IT - this is a new Division which incorporates Revenues; Corporate Debt; and Welfare Reform; Customer Services and IT and will provide key support to the Fairness Commission and Fairness Strategy

These service groupings will enable the teams in the Directorate to build capacity and expertise within these functions, assist with succession planning and also support other directorates to do the same. It is critical that the Council has an effective procurement/strategic commissioning capacity; provides strong corporate resource management, improved, responsive & efficient support functions using modern technology and provides a critical role of workforce investment and planning. It is also important to provide flexible and high quality support for elected members.

This directorate will also have a key role in promoting social justice, managing ongoing welfare changes, as well as encouraging more innovation, creativity and flexibility to assist all council directorates.

The Executive Director of Corporate Services also currently performs the statutory role of Section 95 chief financial officer.

7.3 Neighbourhood Services

This directorate involves the merger of the Environment and Housing departments, and the integration into the new service of some front-line functions which are currently within the Communities Division of the Chief Executive's department. Neighbourhood Services will bring together the range of council employees responsible for community engagement, the improvement and maintenance of community infrastructure, land and facilities, together with environmental regulation, waste and recycling services, community safety and public protection. It is anticipated that there will be 3 Heads of Service posts in the Directorate covering the following key functions:

- Community Safety and Protection (including community safety, private sector services, public health, animal and pest control, environmental health and trading standards). This service area would also be our key interface with our partners, Police and Fire & Rescue, in relation to public protection;
- Housing and Communities (including Housing Management, housing investment, housing options, sheltered housing, decentralisation, community learning & development, community engagement and support to community centres); and
- Environment (including asset management of parks and public open space, ground maintenance, arboricultural works, street cleansing, waste and recycling, and bereavement services).

This service grouping will provide the opportunity for better integration of key council functions at a neighbourhood level, and provide greater capacity to work jointly with local communities to improve outcomes. It will also ensure the council is well placed to respond to national and local changes in community safety. Construction Services and the Council's Fleet Management function are significant, important Council services. It is proposed to carry out service reviews in both areas to develop sustainable business plans for the next 3-5 years, in consultation with the workforce and partner organisations. These will be reported to members for consideration. The creation of a new directorate will allow the deletion of a Director post. Detailed service and operating structures will be finalised with a view to fully implementing the new arrangements by early 2016.

7.4 City Development

No significant changes are proposed to the range of services provided by City Development and economic development, job growth and regeneration will remain key priorities for the Council. Following the imminent completion of the main engineering works at the Central Waterfront, we are now moving into an important period for the city where the challenge will be to build on a decade of investment which is transforming Dundee's infrastructure, reputation and profile. The main changes proposed are centred on better integration and focus for professional skills, increased capacity for programme and project management activity, and additional skills and capacity in business development and job creation. There will also be an added focus on social justice and tackling inequality in Dundee, and on new models of service delivery aimed at generating future returns for the city and on effective management of the Council's assets and achieving best value from them.

It is anticipated that there will be 3 Heads of Service posts in the Directorate covering the following key functions;

- Planning and Economic Development (including regeneration, building standards, city centre management, employability and tourism)
- Roads and Transportation (including roads and street lighting maintenance, sustainable transport, traffic management and parking)
- Design and Property Services (including architecture, engineering, project management, estates management and capital projects)

7.5 Children and Families Services

The creation of this new directorate will help to improve the integration of services for children, young people and families to allow the Council to respond positively to the Children and Young People (Scotland Act) and the Education (Scotland) Bill and forthcoming changes to the Criminal Justice system in Scotland. The Council is ambitious for Dundee's children, and the new structure will help tackle inequalities, promote locality working and allow more emphasis to be placed on preventative approaches and successful transitions.

The integration of children's social work and community justice services is an important development, and it is proposed that the CSWO role forms part of the senior management team for the new service. It is also proposed to recruit an independent chair for Dundee's Child Protection Committee to support partnership working and continuous improvement in this key area. Close working with new Health and Social Care Partnership will be important.

Children and Families services are a high priority for the Council, and early implementation of the revised service structures is anticipated. This will establish a revitalised Children's Services Partnership in the city. It is anticipated that there will be 3 Heads of Service posts in the new directorate with services grouped as follows:

- Education (Pre-School, Primary, Arts and Culture),
- Education (Secondary and Additional Support Needs)
- Integrated Children's Services and Criminal Justice Service.

7.6 Dundee Health and Social Care Integration Joint Board

Since the implementation of the Public Bodies (Joint Working) (Scotland) Act, the Council has worked effectively with the NHS, communities and the voluntary sector to share resources, budgets and decision-making processes in relation to health and adult social care services. An integration scheme was submitted to the Scottish Government in March 2015, recruitment of a chief officer has recently taken place and a management team is expected to be in post by autumn, with a strategic service plan in place. Shortly thereafter, the IJB will be a key part of the Dundee Partnership, and the chief officer will be an integral member of the City Council's CMT. Close working with Children and Families services will be important to deliver better outcomes. The management team of the IJB will consist of senior officers from both the Council and NHS Tayside.

7.7 Leisure and Culture Dundee

Leisure & Culture Dundee was established in 2011. It was the first significant SCIO established in Scotland and has responsibility for delivering a range of services on behalf of Dundee City Council. These include:

- Library and Information Services.
- Cultural Services, including the management of the Caird Hall, City Box Office, Mills Observatory, Broughty Castle, The McManus: Dundee's Art Gallery and Museum.
- Leisure and Sport Services, incorporating Camperdown Wildlife Centre, Dundee Ice Arena, sports facilities attached to schools, support for the local sports council and the client role for the Regional Performance Centre for Sport, along with the operational management of the city's leisure and sport facilities.

In addition to these three core functions, Leisure & Culture Dundee has played a key role in the city's bid for UK City of Culture status and for securing the UNESCO City of Design designation.

Since its inception, Leisure & Culture Dundee has maintained or expanded the level of service provided and, in the same period, has reduced the cost of the provision of these services to Dundee City Council by 25%.

Leisure & Culture Dundee is widely regarded as a dynamic and successful organisation. The SCIO has the flexibility to operate in close partnership with the Council, but also to raise external funds which are not available to local authorities. There is scope for Leisure & Culture Dundee to play a broader role in delivering the city's community plan vision, and potentially manage some additional services on behalf of the Council. This could include a more active role in the promotion of tourism, events and the marketing of Dundee City, working closely with City Development. The Director of Leisure & Culture Dundee will continue to play a key role as a member of the Council Management Team, including oversight of Council commissioned and partnership services involved in arts, culture and leisure activities. The Director will also champion the delivery of Dundee's recently approved cultural strategy, and lead on realising the benefits from the UNESCO city of design designation.

7.8 Chief Executives

The Chief Executive's Service within the new structure will be significantly smaller due to the integration of operational services in other front line Directorates. The Chief Executive and 1 Head of Service will provide strategic leadership for the Council, support the Council's management team and elected members in the development and delivery of the Council's aims and policy objectives and ensure the Council has strong links with partners and the wider Dundee community.

Key functions to be undertaken within the Chief Executive's service are:

- corporate marketing and communication to the media, the public and various other internal and external groups
- co-ordination of the Dundee Partnership and supporting the community planning framework through stakeholder consultation and involvement in service planning arrangements
- strategy and policy development
- development and monitoring of performance to measure how well the Council is doing
- leading improvement and change
- supporting innovation and customer focus

As the City Council will continue operating in a challenging financial environment for the foreseeable future, The Changing for the Future Programme will be transitioning into Phase 4 during 2015 and will continue to be overseen by the Chief Executive.

8. **CONCLUSION**

8.1 The proposals in this paper set out a framework which will help the City Council address the following issues:

- Increasing complexity in the delivery of public services, and working with our communities
- Reduced public sector spending
- Increasing demand for services
- Greater focus on tackling inequality
- Opportunities through technological advancements
- The need to secure continuity of vital public services, in challenging times

8.2 The Council is ambitious for Dundee, and is committed to excellence as a public service organisation. When fully implemented, the service and management changes outlined in the report will ensure that management and leadership capacity is focused on priorities, and well placed to support elected members in securing the best possible outcomes for people and communities across Dundee.

9. **POLICY IMPLICATIONS**

9.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality

Impact Assessment and Risk Management. An Equality Impact Assessment has been carried out and is attached to this report.

10. **CONSULTATION**

10.1 The Council's Management Team have been consulted in the preparation of this report.

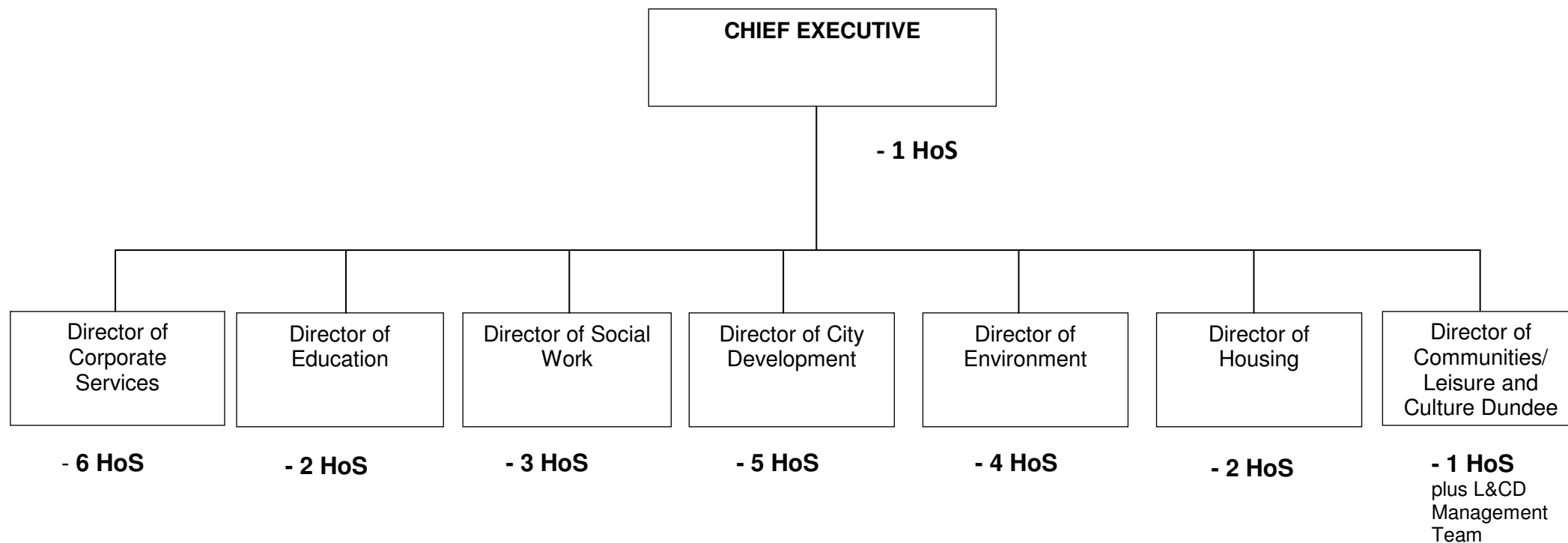
11. **BACKGROUND PAPERS**

11.1 None

DAVID R MARTIN
CHIEF EXECUTIVE

1 June 2015

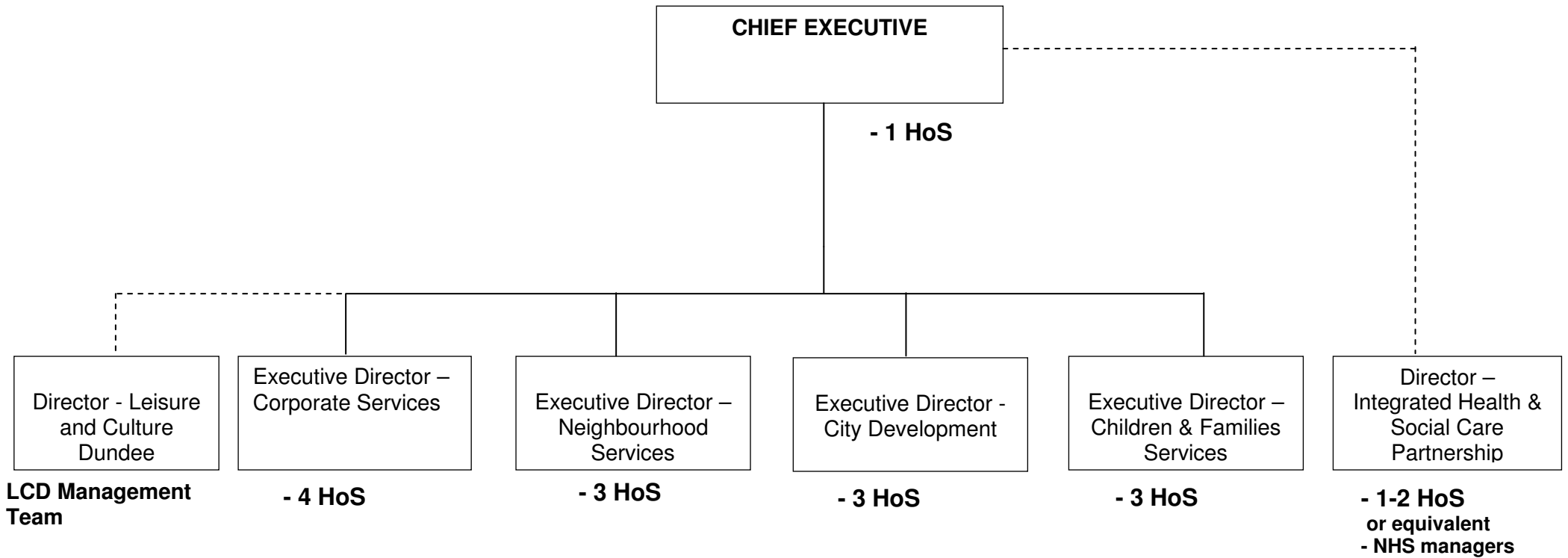
DUNDEE CITY COUNCIL - CURRENT STRUCTURE



Total

- 7 Directors
- 24 Heads of Service

DUNDEE CITY COUNCIL - NEW STRUCTURE



Total

- 6 Directors/Executive Directors
- 14-15 Heads of Service

Appendix 2

Dundee City Council - Proposed Grading Structure

Using SJC Scales Only				
Grade	Grade	SJC SCP	Hourly Rate	SSJE Points
1	2	LW	£7.65	0 - 265
3		LW	£7.65	266 - 290
3		16	£7.89	
3		18	£8.10	
3	4	21	£8.47	291 - 315
	4	22	£8.61	
	4	24	£8.88	
5	4	25	£9.01	316-345
5		26	£9.14	
5		28	£9.41	
5	6	30	£9.71	346 - 380
	6	32	£9.97	
	6	34	£10.30	
7	6	36	£10.61	381 - 415
7		38	£10.95	
7		41	£11.43	
7	8	44	£11.95	416 - 450
	8	47	£12.49	
	8	51	£13.26	
9	8	55	£14.07	451 - 485
9		57	£14.49	
9		59	£14.96	
9	10	62	£15.60	486 -550
	10	64	£16.10	
	10	67	£16.85	
11	10	70	£17.60	551 - 615
11		72	£18.13	
11		75	£18.98	
11	12	78	£19.84	616 - 655
	12	80	£20.43	
	12	83	£21.37	
13	12	84	£21.69	656 - 690
13		86	£22.33	
13		88	£23.03	
13		90	£23.70	691 - 740
	14	92	£24.42	
	14	94	£25.18	
	14	96	£25.92	
	14	98	£26.69	741 - 770
15		101	£27.92	
15		103	£28.75	
15		105	£29.63	
15		107	£30.55	771 - 810
	16	110	£31.92	
	16	112	£32.89	
	16	114	£33.89	
	16	116	£34.92	811 - 850
17		123	£38.74	
17		126	£40.51	
17		129	£42.48	
17		132	£44.41	851 - 880
	18	136	£47.14	
	18	138	£48.56	
	18	140	£50.04	881 - 1000
19		144	£53.11	
19		146	£54.71	
19		148	£56.36	

N.B.

Pay

award

pending

PROPOSED SERVICE PORTFOLIOS AND FUNCTIONS

CHIEF EXECUTIVE'S

- Corporate Improvement and Performance
- Communications
- Dundee Partnership/Community Planning
- Information and Research
- Corporate Policy (e.g. health improvement, social inclusion, sustainability)
- **National Entitlement Card ***
- **Leisure and Cultural Policy/Monitoring of SLA's***

CORPORATE SERVICES

- Human Resources and Business Support
- Learning and Workforce Development
- Corporate Finance
- Procurement & Commissioning, Internal Audit, **Emergency Planning***,
- Section 95 Officer Role
- Democratic and Legal Services inc Committee Services, Licensing, City Chambers, , Electoral/Elections services, Records Management, Registration Services.
- Monitoring Officer Role
- **Tayside Scientific Services***
- **Genealogy Services ***
- **Archivist ***
- Welfare Reform & Corporate Debt
- **Welfare Rights Services ***
- Revenues & Customer Services
- IT

NEIGHBOURHOOD SERVICES

- Environmental Health – Food Safety, Air Quality, Contaminated Land, Noise, Public Health
- Trading Standards
- Animal and Pest Control
- Enforcement – including night time noise
- Waste/Recyclate Collection – domestic waste, trade waste, special collections
- Recycling Operations – Recycling Centres, Riverside Composting, Baldovie Pre-sort
- Open Space Asset Management
 - Strategy – Pitch, Sports, Play, Woodland etc
 - Community Engagement and Support (including allotments)
 - Outdoor access
- **Landscape Design ***
- Countryside Ranger Service
- Environmental Management Operations
- Bereavement Services – including burials
- Policy and Performance – including waste and recycling policy
- Housing Management
- Lettings
- Housing Capital Investment
- Anti Social Behaviour Team

- Performance and Strategy
- Private Sector Services
- Homelessness
- LCPPs
- Youth Work
- Community Learning & Development
- Adult Learning and Literacies
- Community Engagement
- Community Safety
- **Community Centres ***
- **Construction Services ***
- **Corporate Fleet Services ***

CITY DEVELOPMENT

- School Transport and child escorting
- Network Management
- Traffic Management
- Transportation
- Building Standards
- Planning
- Infrastructure
- Central Waterfront
- Road Maintenance
- Street Lighting
- Bridges and Structures
- Architects
- Quantity Surveyors
- Building Services
- Property Services and Management
- Asset Management and Valuation
- Estates Property Maintenance
- Climate Change
- Regeneration
- Economic Development
- City Centre Management
- **Events and Tourism ***

CHILDREN & FAMILIES SERVICES

- Finance and resources management including support services
- Early Years
- Nursery
- Primary
- Secondary
- Dundee Educational Psychology Service
- Special – Bilingual Pupils Support Service
- Special – Multi-Sensory Services
- Special- Offsite Education Service
- Special- School Community Support Service
- School Meals
- Quality Improvement Service
- Culture activities e.g. DSMT, music tuition
- **Outdoor Learning ***

- **Active Schools ***
- Integrated Children's Services
- GIRFEC
- Chief Social Work Officer Function
- Out Of Hours Social Services Team (jointly with Angus Council)
- Care and Protection Service
 - 2 Child Protection Teams
 - New Beginnings Service
 - Intensive Family Support Service
- MASH (Multi Agency Screening Hub)
- Looked After Children Review Team
- Locality Teams including Family Support
- Resources
 - Fostering and Adoption
 - Residential Houses - The Junction, Forrester's House, Drummond House, Fairbairn Street, Millview Cottage & Gillburn Road (short breaks unit)
- Through care and Aftercare Team
- CHOICE
- Adolescent Teams
- Permanence/ Kinship Team
- Children with Disabilities Team
- Children's Right (currently provided by Who Cares (Scotland))
- Agency Decision Making functions
- Criminal Justice Service*
- Public Protection Team
- East Port House Residential Unit(Tayside resource)
- Tay Project (specialist sex offender interventions delivered on Tayside wide basis)
- Court Social Work
- Community Payback Teams - Includes bail, diversion, intensive support and voluntary through care)
- Women's Team
- Unpaid Work Teams
- Administrative Support (100% funded)
- Mappa Co-ordination (delivered on Tayside basis)
- Integrated services delivered at Friarfield

HEALTH AND SOCIAL CARE INTEGRATION (IJB)

- Finance and resources management including support services
- Residential Care Homes - Janet Brougham, Craigie, Menziesshill, & Turriff Houses
- Social and Home Care Services
 - Social Care Localities
 - Practical Supports
 - Enablement
 - Community Mental Health Social Care
 - Social Care Response
 - Adult Social Care Teams
- Shopping Services
- Meal Services
- Handyperson Service
- Care and Assessment Teams
 - Older People Teams
 - Physical Disability
 - Learning Disability and/or Autism

- Drug and Alcohol/ Blood Borne Viruses (BBV)
- Community Mental Health (Adults)
- First Contact Team
- Hospital Services Team
- Review Team
- MS Specialist Worker
- Mental Health Officers
- Adult Support and Protection Services
- Occupational Therapy Service
- Dundee Independent Living and Community Equipment Service
- Respite/Short breaks Services
- Oakland Day Centre (Older People)
- Mackinnon Skills and Respite Centre (Adults with a Physical Disability)
- White Top Skills and Respite centre (Adults with a Learning Disability and/or Autism)
- Wellgate Day Centre (Adults with a Learning Disability and/or Autism)
- Housing with Care (Older People)
- Weavers Burn (Adults with a Learning Disability)
- Dundee Community Living - Care at Home/ Housing Support Service
- Supported Living Team
- Employment Support Service
- Moving and Handling Support and Co-ordination
- Tele care Supports
- Earn Crescent (Assisted Technology Flat)
- External Contracts and Commissioned/Spot Purchased Services
- Social Care Contracts Team
- Community Health Partnership Learning Disability and /or Autism Services (currently managed through Social Work)
- Protecting People Service – Co located lead officers for Adult Support and Protection, Violence Against Women, ADP, MAPPA and Child Care and Protection
- NHS Services (TBC)

LEISURE AND CULTURE, DUNDEE

- Leisure and Sport:
 - Active City (includes city wide facilities like the Regional Gymnastic Centre; Dundee International Sports Centre; Wildlife Centre)
 - Active Communities (includes facilities like local sports centres; Lochee Baths; Golf; Sports Hub Development etc)
 - Active Futures (includes community sports facilities attached to schools; summer holiday programmes; early years programmes etc.,)
 - Olympia
 - Ice Arena
 - Policy and Quality Systems (Includes the Dundee partnership Sport and Physical Activity Strategy etc.,)
- Cultural Services:
 - Museum Services (includes McManus Art Gallery and Museum; 'Broty Castle; The Mills and the Collection Centre)
 - Fine and Applied Art (The management of the cities collections; exhibitions;
 - Learning and Engagement (includes partnerships with schools and community learning activity across all service areas)
 - Halls and Music Development (includes the Caird Hall; Music Development and the Burgh Halls)
- Library and Information Services:

- Information Services (includes the local history service; community information; business information etc)
- Adult Library and Information Services (includes the management of the Central Library and 13 neighbourhood libraries)
- Children's Library and Information Services (as above)
- Library Performance and Resources (also manages the primary schools library service; the mobile library and the housebound and hospital service)
- HQ and Support Services

* **Council functions to be subject to further consideration to determine the most appropriate alignment within the new service structure and/or future operating model(s).**

**DUNDEE CITY COUNCIL
EQUALITY IMPACT ASSESSMENT TOOL**

Part 1 Description/Consultation

Is this a Rapid Equality Impact Assessment (RIAT)?	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> Please circle the appropriate box
Is this a Full Equality Impact Assessment (EQIA)?	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> Please circle the appropriate box
Date of assessment	Title of document being assessed Dundee City Council Service and Management Structures
Committee report number 216-2015	
1) This is a new policy, procedure, strategy or practice being assessed (If yes please check the box) <input checked="" type="checkbox"/>	This is an existing policy, procedure, strategy or practice being assessed? (If yes please check the box) <input type="checkbox"/>
2) Please give a brief description of the policy, procedure, strategy or practice being assessed.	The implementation of revised service delivery and senior management arrangements within the City Council
3) What is the intended outcome of this policy, procedure, strategy or practice?	The realignment over the next 12-15 months of City Council services more closely with policy priorities and to respond positively to the changing public services landscape both locally and nationally.
4) Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.	Standing Orders Financial Regulations Scheme of delegation to officers
5) Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.	No
6) Please give details of council officer involvement in this assessment. (E.g. names of officers consulted, dates of meetings etc.)	Janet Robertson Head of HR & Business Support Andrea Calder Corporate Improvement Manager
7) Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy? (Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)	No

Part 2 Protected Characteristics

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

	Positively	Negatively	No Impact	Not Known
Ethnic Minority Communities including Gypsies and Travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People with a disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, Gay and Bisexual	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Socio-economic	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (please state)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Part 3 Impacts/Monitoring

<p>1) Have any positive impacts been identified? (We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	<p>If yes please give further details The introduction of a Dundee pay and grading structure incorporating the Living Wage will positively impact on any gender or disability imbalances in wages</p> <p>In using positive action for the under 25 year old age range for increasing career opportunities the Council is seeking to redress imbalances in its' age profile and create positive experiences for young people.</p>
<p>2) Have any negative impacts been identified? (Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>	<p>No</p>

<p>3) What action is proposed to overcome any negative impacts? eg. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. see Good Practice on DCC equalities web page</p>	N/A
<p>4) Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome? (If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	N/A
<p>5) Has a 'Full' Equality Impact Assessment been recommended? (If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required) Seek advice from your departmental Equality lead.</p>	No
<p>6) How will the policy be monitored? (How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.</p>	Further reports to the Council Committee as required on the detailed design and implementation of service management and delivery arrangements.

Part 4 Contact information**Name of Department or Partnership: Chief Executives Department****Type of Document**

Human Resource Policy	<input checked="" type="checkbox"/>
General Policy	<input type="checkbox"/>
Strategy/Service	<input type="checkbox"/>
Change Papers/Local Procedure	<input type="checkbox"/>
Guidelines and Protocols	<input type="checkbox"/>
Other	<input type="checkbox"/>

Contact Information

Manager Responsible		Author Responsible	
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Signature of author of the policy:
Janet Robertson

Date 8 June 2015

Signature of Director/Head of Service area:
David R Martin

Date 8 June 2015

Name of Director/Head of Service: David R Martin

Date of next policy review: Not applicable