

DUNDEE CITY COUNCIL

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

REPORT ON: Neighbourhood Resources and Development Department - New Identity, New Structure

REPORT BY: Chief Executive, Acting Director of Neighbourhood Resources and Development and Director of Personnel and Management Services

REPORT NO.: 434-2003

1 PURPOSE OF REPORT

- 1.1 To seek approval for a re-titling of the Neighbourhood Resources and Development Department to Communities Department and changes to the establishment.

2 RECOMMENDATIONS

It is recommended that the following recommendations are approved:-

- 2.1 the re-titling of the Neighbourhood Resources and Development Department to Communities Department;
- 2.2 the redesignation and regrading of the following posts:-
- Director of Neighbourhood Resources and Development, CO31, £60,054, to Head of Communities, CO34, £64,353;
 - 1 post of Manager Neighbourhood Resources, SCP53-56, £38,682 - £41,463, to Senior Manager, Communities, SCP59-62, £44,511 - £47,607;
 - 1 post of Manager Neighbourhood Resources, SCP53-56, £38,682 - £41,463, to Manager, Communities, SCP56-59, £41,463 - £44,511;
 - 1 post of Manager Support Services, SCP53-56, £38,682 - £41,463, to Manager, Communities Support Services, SCP54-57, £39,576 - £42,444;
- 2.3 the deletion of the following posts:-
- Manager Neighbourhood Resources, SCP60-63, £45,543 - £48,711;
 - 3 posts of Unit Leader (Integration), PO7-10, £29,313 - £31,356;
 - 1 post of Unit Leader (Youth and Children), PO7-10, £29,313 - £31,356;
 - 1 post of Unit Leader (Neighbourhood Libraries), PO7-10, £29,313 - £31,356;
- 2.4 the establishment of four posts of Section Leader, PO11-14, £32,244 - £34,554, with the following remits:-
- Young People;
 - Neighbourhood Centres/Projects;
 - Libraries and Learning Teams;
 - Regeneration;

- 2.5 the redesignation of the following posts:-
- Unit Leader (Central Library), to Unit Leader (Reader Development);
 - Unit Leader (Quality Assurance and Development), to Quality Assurance Officer;
- 2.6 the establishment of one post of Unit Leader, Centres/Projects, PO7-10, £29,313 - £31,356;
- 2.7 the redesignation and regrading of 6 existing posts of Neighbourhood Development Officer, PO3-6, £26,250 - £28,578, to Communities Officer, PO5-8, £27,873 - £30,060;
- 2.8 the Department's adoption of a three-year planning cycle to replace the current annual planning cycle;
- 2.9 the organisational structure outlined in the appendices attached.

3 FINANCIAL IMPLICATIONS

- 3.1 The Director of Finance confirms that the implementation of the above recommendations would result in a net saving in the 2003/04 financial year of £15,417. This saving is after deducting the additional superannuation costs associated with the early retiral of the Director of Neighbourhood Resources and Development.

4 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 These amendments to the operational arrangements have been developed to ensure that the Department's resources are used as efficiently and effectively as possible.
- 4.2 They maintain the Department's commitment to addressing Agenda 21 targets and, in particular, to supporting the active engagement of Dundee's citizens in strengthening their own communities.

5 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 The report seeks to ensure that the Department responds more effectively to the specialist needs of target groups by enabling workers to develop a clearer focus and expertise in specific work areas and remits.

6 BACKGROUND

- 6.1 In November 1999, the Personnel and Management Services Committee approved Report No. 750/1999 which set out a number of adjustments to the Department's structure and to the remits of third tier officers.

- 6.2 Last year, the Personnel and Management Services Committee approved the early retirement of the Director of Neighbourhood Resources and Development and, following internal advertisements, appointments to the posts of Acting Director and depute were made, with temporary additional responsibility payments being made to other members of the Management Team. The recommendations contained in this report respond to the changing environment. This report proposes to reduce the management team of the Department by one.
- 6.3 On 21 January 2003 a Departmental seminar was held for all senior staff. This seminar provided an opportunity for the Management Team to lay out the current and emerging priorities facing the Council and the Department, and to review the Department's planning processes.
- 6.4 As a result, it was recommended that the Department move from an annual planning cycle to a three-year planning cycle in order that it spends less time planning and more time delivering, and is better able to respond to the guidelines recently issued by the Scottish Executive for the delivery of community learning and developing.
- 6.5 Feedback from this seminar identified a number of specific issues which staff themselves wished to see addressed in relation to the Department's structure and operations; this feedback has directly influenced these proposals.
- 6.6 The Departmental structure has to achieve two things:-
- integration of different functions (at neighbourhood level), and
 - clear accountability for the delivery of specific functions (city-wide).
- 6.7 The biggest single shift in the configuration of the Department's structure is to establish Section Leader posts with city-wide responsibility, posts which will, in effect, replace the current East, West and Central unit divisions, and which will transfer responsibility for the management of specific functions to one lead officer.

7 ISSUES TO BE ADDRESSED

- 7.1 The senior staff seminar on 21 January 2003 identified a number of issues where there is a clear consensus and a need for action. These views have been strengthened through the process of discussion on alternative arrangements for the Department's structure and take account of views expressed by the Convener and other elected members.

7.1.1 Stronger elected member engagement

Elected members are asking for more regular contact with field staff. There is a view that the elected members wish to be briefed more often and wish to have more regular dialogue in relation to delivery of specific areas of service, particularly related to community safety, young people, and regeneration.

7.1.2 Maximising productive work

There is a strong sense within the Department that we need to work to liberate staff from some processes in order that they are more directly engaged in delivery. The structural changes are designed to have this effect.

7.1.3 **Responsiveness**

There is a clear expectation on the Department that, in addition to managing specific areas of service, its staff are able to handle a wide range of enquiries and to act as the first point of contact for citizens who wish to take up issues with the local authority. To achieve this effectively, the Department needs to have excellent communication systems and each member of staff needs to be aware of their own place within the Department, and be confident in handling enquiries and referring these across the Council.

7.1.4 **Communicating what we do**

The complexity of funding arrangements and the diversity of responsibilities undertaken by the Department have led to a situation where staff, elected members and the general public are often uncertain, or simply unaware, of the range of services on offer. It will be a key objective of the new operational arrangements that clear information is provided on a regular basis to elected members and the general public setting out, in plain English, information about the services provided by the Department.

7.1.5 **Integrating provision/plans**

A consequence of new funding streams has been an expansion of initiatives. A number of these are at arms-length to the Local Authority. An objective of community planning is to join these initiatives up, particularly where they exist for the same client group or within the same neighbourhood. The Department has a key role in this respect and the new structure requires to address the need for accountable leadership in providing an integrating framework for community learning and development at a neighbourhood level.

8 **DEPARTMENT MANAGEMENT TEAM**

- 8.1 As mentioned in paragraph 6.2 above, the Management Team will be reduced by one.
- 8.2 It is proposed that the post of Head of Communities be filled by inviting applications from members of the existing Management Team and that interviews be conducted by the Chief Executive and Director of Personnel and Management Services.
- 8.3 The posts of Senior Manager, Communities and Manager, Communities will be filled by inviting applications from the remaining members of the existing Management Team. Interviews will be conducted by the new Head of Communities and the Director of Personnel and Management Services.
- 8.4 The existing post of Manager Support Services will be redesignated to Manager, Communities Support Services.

9 **STRENGTHENING THE THIRD TIER**

- 9.1 In recognition of the increased responsibilities being delegated to a strengthened third tier, a number of posts will be upgraded from Unit to Section Leader.

9.2 The strengthened third tier will, in effect, become part of an expanded Management Team for the Department. Section Leader posts will be filled on a competitive basis and those appointed will have:-

- a higher degree of autonomy;
- city-wide responsibilities for the delivery of specific areas of service;
- a clear professional leadership role;
- responsibility for representing the Department on a number of strategic and local networks;
- responsibility for recruitment and selection of staff within their section;
- responsibility for contributing to the line management of centres and production of community learning and development plans.

9.3 The objective of all of these measures is to enable the Department/Council to respond to current and emerging priorities and to ensure greater consistency across the City in responding to service delivery.

9.4 Appointments to third tier posts will be made by the Departmental Management Team after competitive interview. The Director of Personnel and Management Services will be represented at these interviews.

10 THE ROLE OF NEIGHBOURHOOD DEVELOPMENT OFFICERS

10.1 At present within the structure there are 6 posts of Neighbourhood Development Officer, PO3-6.

10.2 These officers, in the future, will have a more important role in taking forward development of community learning and development plans and responding to the emerging community planning agenda.

10.3 In recognition of these developing roles and, in particular, in recognition of the additional responsibilities for the co-ordination and production of area based community learning development plans, it is proposed that the Neighbourhood Development Officer posts be regraded from PO3-6 to PO5-8.

10.4 In order to reflect the amended focus of these posts and the new identity for the department, it is proposed that the post of Neighbourhood Development Officer be redesignated Communities Officer.

11 FIELD WORK GRADES

11.1 There are no changes proposed in this report at field work, senior or team leader grades.

12 POST SPECIFIC DETAILS

12.1 The post of Section Leader (Central Library), will remain unaffected by these proposals.

- 12.2 The post of Section Leader (Community Learning), 0.6 FTE, will be re-titled to Section Leader (Literacies) to reflect its current focus, but will otherwise be unaffected by these proposals.
- 12.3 A new post of Section Leader (Libraries and Learning Teams), will be established to manage neighbourhood library teams and adult learning teams across the City.
- 12.4 A new post of Section Leader (Young People), will be established to manage youth work teams and Departmental youth work support, including Dialogue Youth, Youth Accreditation and other similar projects across the City.
- 12.5 A new post of Section Leader (Neighbourhood Centres/Projects), will be established to line manage all Neighbourhood Centre Managers and to support related neighbourhood projects, such as the Whitfield Activity Complex, Grey Lodge, Maxwelltown Information Centre, Kirkton Community Lounge etc. This Section Leader will also be responsible for line managing a Unit Leader whose job it will be to support the Section Leader in the line management of centres/projects and co-ordinate the production of community learning plans across the City.
- 12.6 A new post of Section Leader (Regeneration), will be established to manage the Equality Action Team, and to provide line management support to the Neighbourhood Development Officers. This Section Leader will also be supported by the post of Unit Leader (Inclusion), whose role it will be to continue to take forward anti-poverty work, including support for the city-wide Credit Union and specific objectives relating to the Council's Anti-Poverty Strategy.
- 12.7 The existing posts of Section Leader (Health Development), was established on a fixed-term basis and is funded 50% Dundee City Council and 50% Tayside Health Board. Given the focus of the post, and the importance now placed on health development, it is proposed to establish the post on a permanent basis with overall responsibility for managing health related projects/initiatives, currently: the Healthy Living Initiative, The Corner, the Peer Education Project, The Shore, and the Department's support for the work of the Dundee Drugs and Alcohol Action Team, and Scotland's Health at Work activity.
- 12.8 In order to contain these proposals within available resources, it is planned to delete the following posts:
- 3 posts of Unit Leader (Integration);
 - 1 post of Unit Leader (Youth and Children);
 - 1 post of Unit Leader (Neighbourhood Libraries).

13 UNIT LEADER POSTS

- 13.1 There will remain a Unit Leader post in the Central Library. It is considered appropriate to redesignate this post Unit Leader (Reader Development).
- 13.2 There will remain a Unit Leader post with responsibility for Quality Assurance and Staff Development. It is considered appropriate to redesignate this post Quality Assurance Officer.

- 13.3 There will remain a Unit Leader post with responsibility for Social Inclusion. The focus of this post will be on anti-poverty work and related voluntary sector development work.
- 13.4 A new Unit Leader post will be established to support the Section Leader in the line management of neighbourhood centres and the production of community learning and development plans across the City. It is anticipated that these plans will be produced, broadly speaking, for the areas covered by each Neighbourhood Development Officer. (These areas are defined within the Council's Scheme of Decentralisation and are reflected in operational arrangements for the Community Plan.)

14 **CONSULTATION**

- 14.1 The Director of Finance have been consulted on the financial implications of this report.
- 14.2 The proposals have also been the subject of discussion with staff, who are directly affected, at seminars held on 5 and 25 March.

15 **BACKGROUND PAPERS**

- 15.1 The following background paper as defined by Section 50D of the Local Government (Scotland) Act 1973 was relied on to a material extent in preparing the above Report.
- Scottish Executive's Draft Guidelines "Working Together, Learning Together to Build Stronger Communities" - issued January 2003.

A. Stephen
Chief Executive

16 June 2003

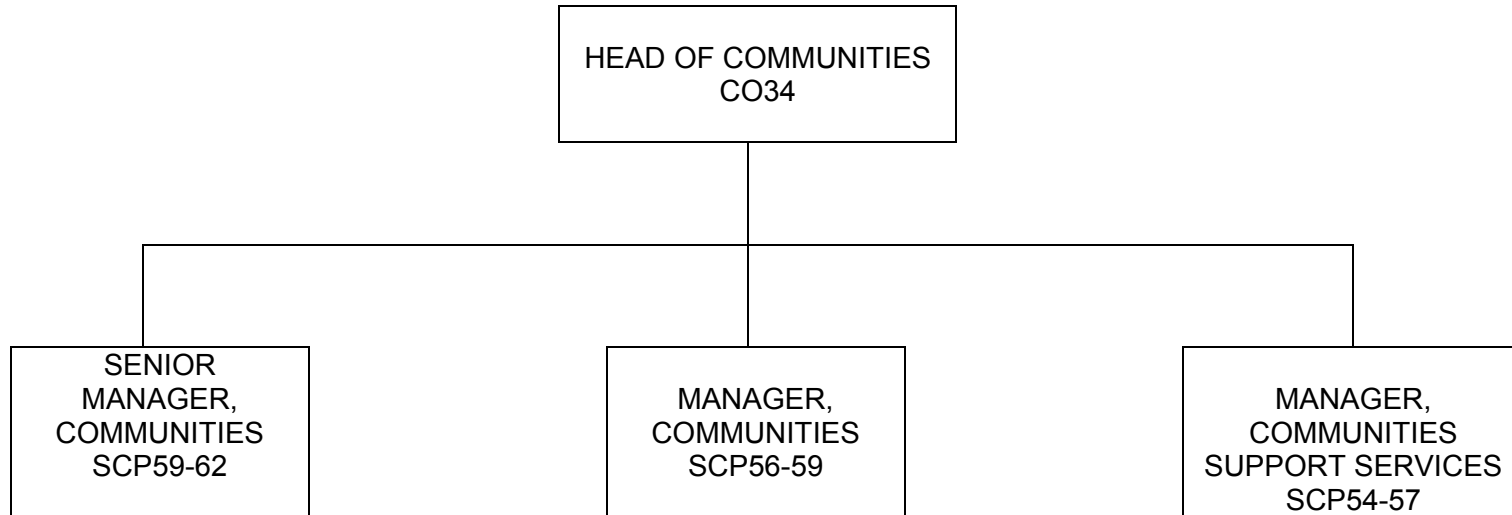
S. Murdoch
Acting Director of Neighbourhood Resources and Development

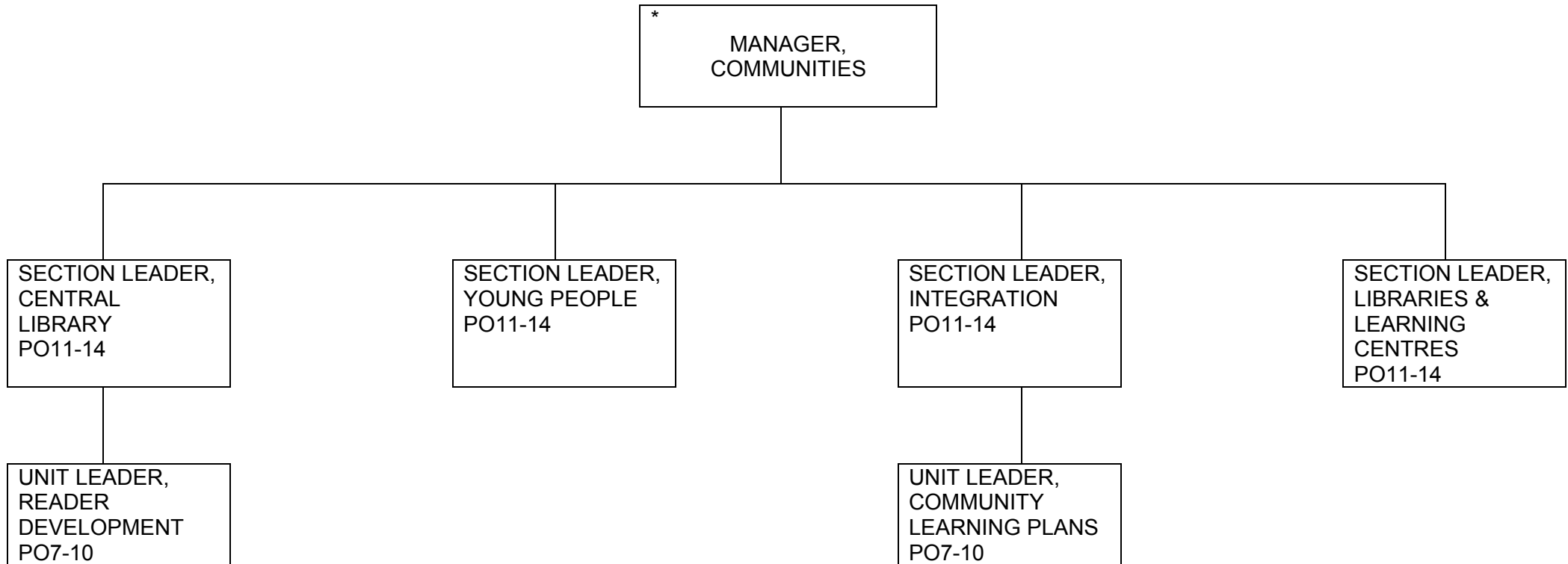
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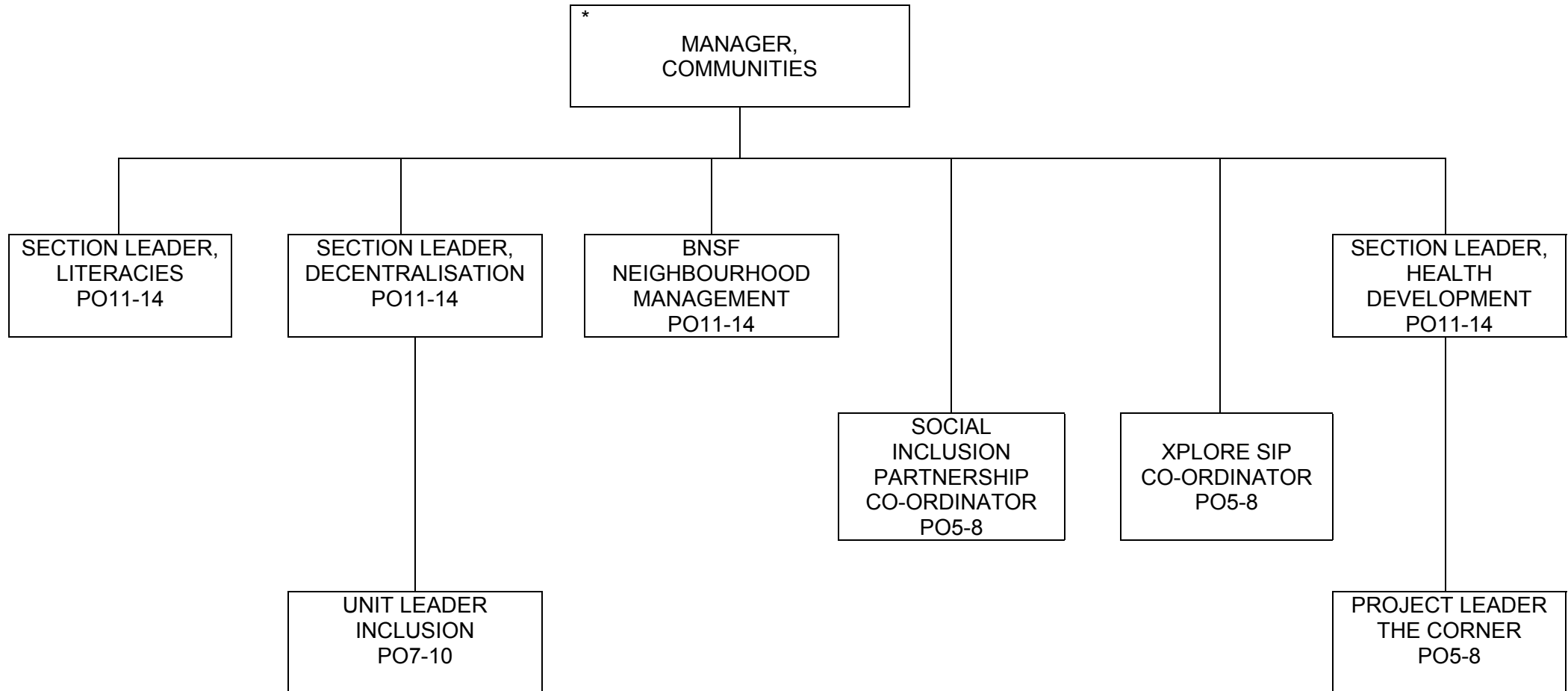
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