

EAST RENFREWSHIRE COUNCIL29 SEPTEMBER 2016Report by Deputy Chief ExecutiveHEAD OF SERVICE RE-DESIGNATION WITHIN ENVIRONMENT DEPARTMENT**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council approval for a proposed re-designation of Head of Service remits within the Environment Department.

RECOMMENDATIONS

2. It is recommended that the Council agrees to the proposed re-designated management structure within the Environment Department as shown in Appendix 1 and 2b to this report, and delegates to the Deputy Chief Executive, in consultation with the Director of Environment to make the necessary arrangements.

BACKGROUND

3. As part of the Council's Modern Ambitious Programme the Environment Department has embarked upon an ambitious transformational programme of change. This programme sits in the context of wider changes within the Council to its operating model and planned savings that need to be realised for 2017/18 and beyond. The Department's programme has been defined to deliver a new target operating model for the department to achieve the following Vision:

"We will have a prevention based operating model where we commission or deliver services around current and future customer need in conjunction with others internally and externally. Information will be a real asset in our department and we will have services which are 'digital by design'".

4. As part of this change programme, the Department commissioned consultants who have since undertaken two of three planned strategic reviews within the Department.

5. In order to achieve the new departmental operating model, a number of service redesign and enabling projects will be required and many are already underway.

REPORT

6. The Council has made a number of changes to the senior management structures over the last few years and needs to continue to ensure the appropriate structures are in place to deliver an ambitious programme of change and improvement.

7. In order for the Environment department to support the proposed new way of working and to allow the change programme to deliver its intended outcomes including its financial savings targets, the Director of Environment has concluded that the existing remits of the Heads of Service within his department need to be changed to align with the new operating model.

8. The new model for the Environment department proposes a new, clear separation between strategic development, day to day operations and major programmes. The new model is not an evolution of the current model but instead is a new, fit for purpose model and with newly defined roles.

9. It is intended that three new, multi-disciplinary teams be created around:

- (i) Strategic Services including commissioning and contracting;
- (ii) Major Programmes and Projects (including City Deal), and;
- (iii) Operations.

10. The Director of Environment has undertaken consultation with the three existing Heads of Service. Having undertaken this consultation, it is proposed that a matching process be undertaken as follows:

- Head of Environment (Planning, Economic Development and City Deal) become the Head of Environment (Major Programmes and Projects);
- Head of Environment (Housing and Property Services) become the Head of Environment (Strategic Services) and;
- Head of Environment (Environmental Services and Roads) becomes the Head of Environment (Operations)

11. A copy of the proposed remits of the Heads of Service is shown in Appendix 1 to this report. The current and proposed management structures are shown in Appendices 2a and 2b.

12. As the Departments change programme progresses, all service areas across the Department will be reviewed and all redesigned services will thereafter be collapsed into the new proposed structure. As this will take some time, it is anticipated that the 3 Heads of Service will continue to carry their existing areas of responsibility, pending the transition to the new Department structure.

13. There may be some requirement to adjust the detail of the remits of the Heads of Service as the department's change programme progresses and it is proposed that it is delegated to the Director of Corporate and Community Services to approve these changes within the proposed multi-disciplinary teams of Strategy Services, Major Programmes and Projects (including City Deal) and Operations.

FINANCE AND EFFICIENCY

14. There are no financial implications associated with this report.

CONSULTATION AND PARTNERSHIP WORKING

15. The Director of Environment has consulted with the three Heads of Service and the Deputy Chief Executive. Unison has also been consulted in relation to this report.

IMPLICATIONS OF THE PROPOSALS

16. There are no IT, sustainability, equalities or other implications associated with this report. As part of the work undertaken to date, an option appraisal exercise has been undertaken.

CONCLUSIONS

17. The proposals contained within this report are the first stage of implementation in a transformational programme of change within the Environment Department. This programme will allow the department to fully embed the 5 capabilities and support the delivery of the financial savings which will need to be achieved in 2017/18 and beyond.

RECOMMENDATIONS

18. It is recommended that the Council agrees to the proposed re-designated management structure within the Environment Department as shown in Appendix 1 and 2b to this report, and delegates to the Deputy Chief Executive, in consultation with the Director of Environment to make the necessary arrangements.

REPORT AUTHOR: Caroline Innes, Deputy Chief Executive Tel - 577 3159

CONVENER: Councillor Jim Fletcher, Leader, Tel – 577 3107

September 2016

KEY WORDS

A report seeking approval for a revised management structure within the Environment Department

Environment, revised, management structure

BLANK PAGE

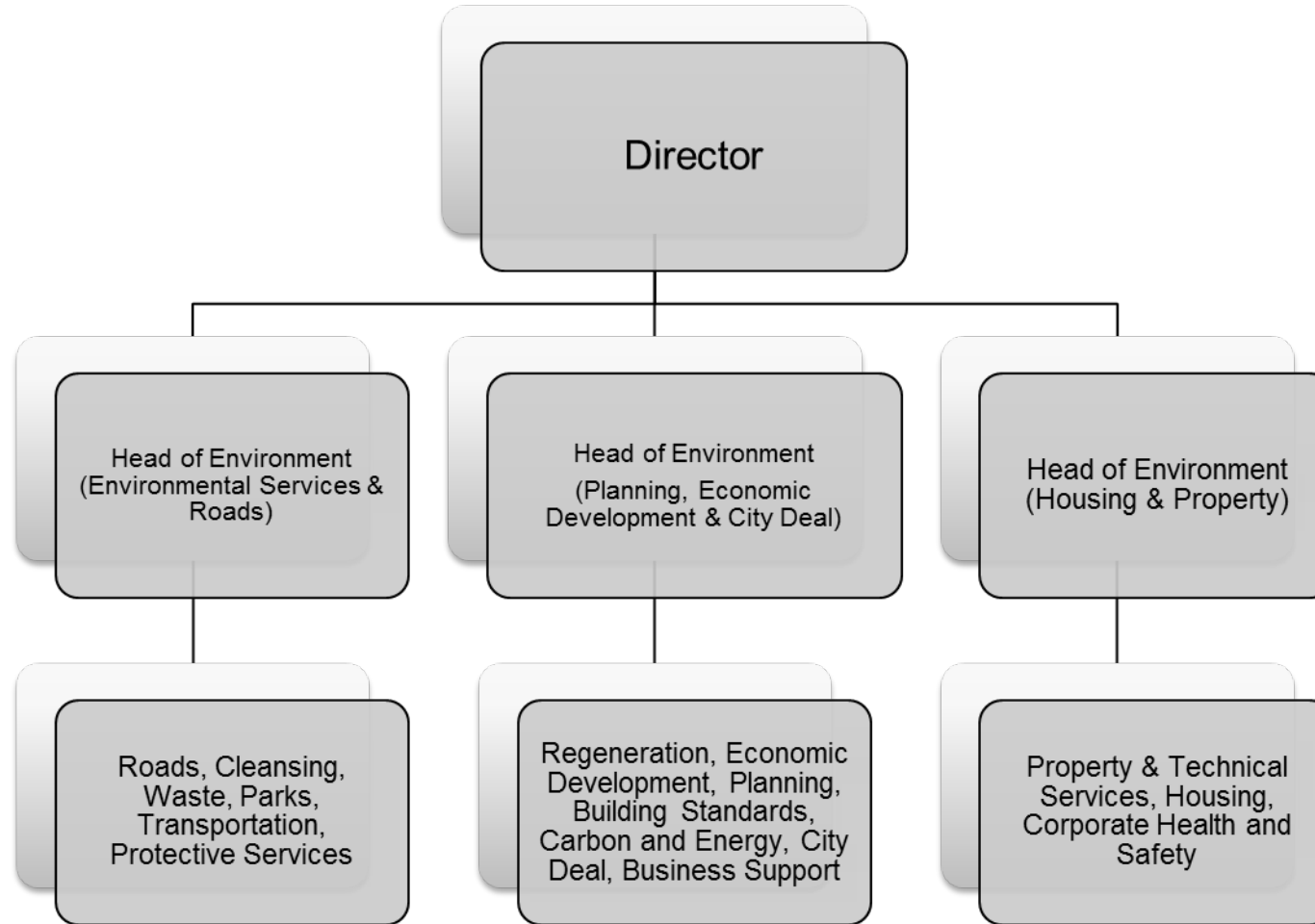
Environment Department – Proposed Remits of Heads of Service

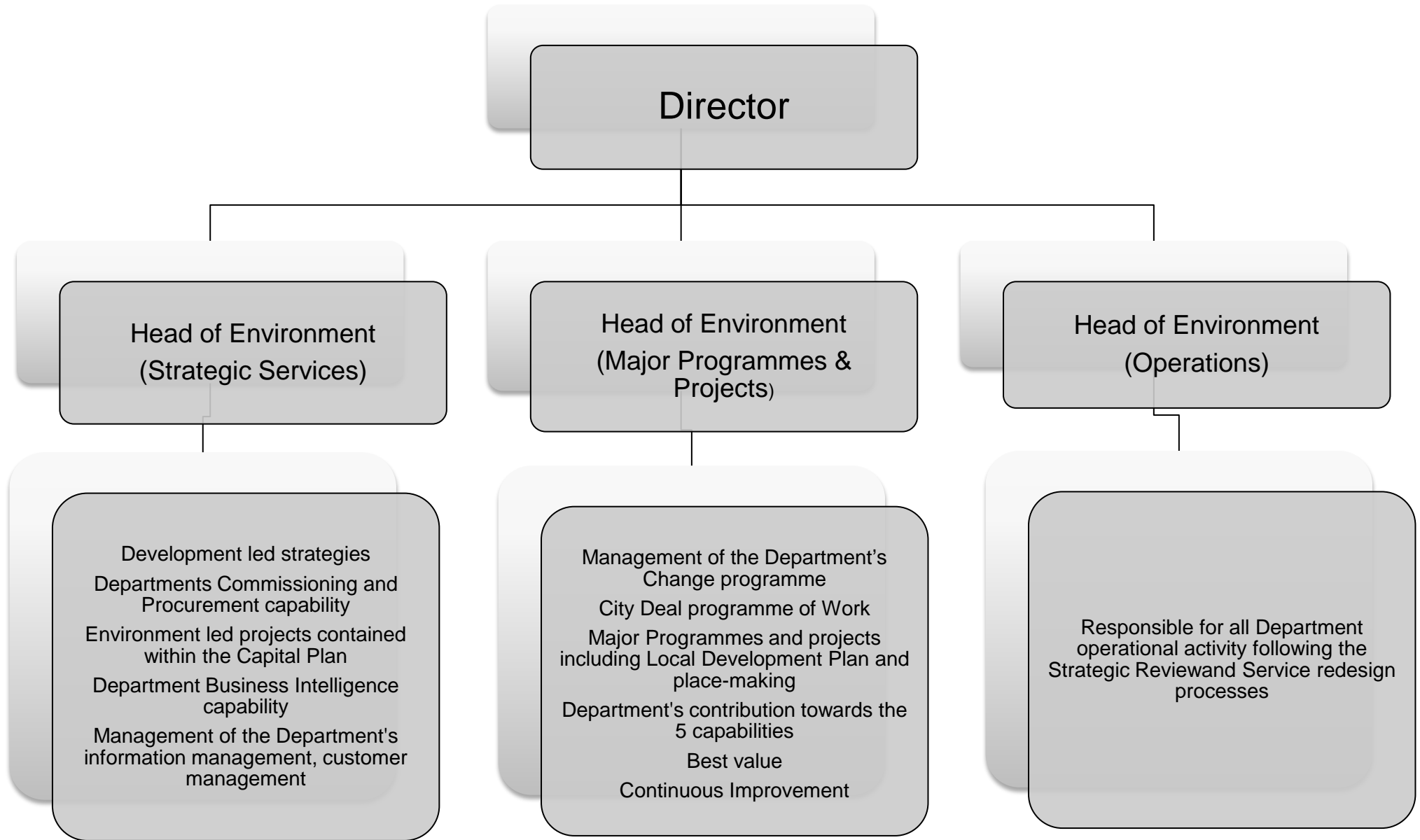
Appendix 1

	Head Of Environment (Strategy)	Head of Environment (Major Programmes and Projects)	Head of Environment (Operations)
Areas of Responsibility	<p>Development of all Department Led Strategies including LDP, Local Housing Strategy, Economic Development, Transport, Tourism,, Asset management, Infrastructure.</p> <p>Development and Implementation of Departments Commissioning and Procurement capability. Accountable and responsible for all Department procurement activity and commissioning and contractor management.</p> <p>Delivery of Environment led projects contained within the Capital Plan (e.g schools)</p> <p>Accountable for development and implementation of Department Business Intelligence capability and management of the Departments information management, customer management / insight and high level administration</p>	<p>Responsible for all major programmes of work across the Department such as management of the City Deal programme and all other major Programmes and projects including the Local Development Plan and place-making projects</p> <p>Management of the Department’s Change programme and delivery of programme benefits, objectives and outcomes</p> <p>Lead the Departments contribution towards the 5 capabilities and preparations for best value. Lead the Departments ongoing Continuous Improvement agenda.</p> <p>Assist the Director in relation to Corporate responsibilities including Organisational Development and Information as an Asset</p>	<p>Responsible for all Departments Operational (including maintenance) activity following the Strategic Review processes</p> <p>(Note that these services will be determined by the outcome of the Strategic reviews. Note also that it is likely that operations will be delivered differently in future.</p>

8

Appendix 2a – Existing Structure





BLANK PAGE