AGENDA ITEM No. 18

EAST RENFREWSHIRE COUNCIL

28 JUNE 2023

Report by Director of Business Operations and Partnerships

CHANGES TO ORGANISATIONAL STRUCTURE

PURPOSE OF REPORT

1. The purpose of this report is to seek Council approval for a proposed restructure of Head of Service remits within the Environment Department and approval for an Appointments Committee for the Head of ICT and Resilience post.

RECOMMENDATIONS

2. The Council is asked to:

   a) Approve the changes to the Head of Service remits within the management structure in the Environment Department and further delegate authority to the Director of Environment to make further minor adjustments as required;

   b) Approve the recruitment procedure for the Head of ICT and Resilience as detailed;

   c) Provide nominations to the Appointments Committee;

   d) Delegate to the Head of HR and Corporate Services, in consultation with the Director of Business Operations and Partnerships and the Director of Environment, to make the necessary arrangements; and

   e) Authorise the Director of Business Operations and Partnerships to put in place appropriate interim management arrangements for the Department.

BACKGROUND

3. There are many changes taking place both internal and external to the Council and it is important that senior management structures are continuously reviewed to ensure services and the Council's ambitious programme of change and improvement are delivered in the most efficient and effective manner.

4. In December 2019, Council approved the current remits for the Heads of Service within the Environment Department management structure, which included the introduction of the post of Head of Environment (Chief Planning Officer) in response to the changes from the Planning (Scotland) Act 2019.

5. In addition, in the Business Operations and Partnerships Department, the Head of Digital and Community Safety intimated his intention to resign in June 2023 following 7 years' service within East Renfrewshire Council. The Head of Service has made a valuable contribution to East Renfrewshire including a lead role in Civil Contingencies which was particularly demanding over the last few years.

REPORT

Environment Department

6. There are currently three Heads of Service in the Environment Department and the current structure is shown in Appendix 1a:

- Head of Environment (Operations)
- Head of Environment (Planning Officer)
- Head of Environment (Strategic Services)

7. Since the last restructure, and following on from recent global and national health and economic shocks as a result of COVID and more recently war in Ukraine, there is a need to focus on the consequential challenges and consider how we maximize the capacity and capability of the department to support East Renfrewshire's recovery and meet our Vision for the Future ambitions.

8. Amongst the greatest challenges the department is experiencing, are significant increased levels of homelessness (50%) and demand for social housing, ambitious Get to Zero targets and our preparedness, and the impact of inflation and supply disruptions on property and major capital programmes. Along with these challenges, there are new ways of working and funding opportunities (post Brexit) which require increased partnership working and strong strategic and policy support.

9. It is proposed to make changes to the portfolio of services that each Head of Service leads. The purpose of this change is:

- To align and strengthen resources in key areas to support Council priorities linked to regeneration and placemaking.
- To concentrate leadership resource on the challenges and strategic priorities in delivering the council's housing service, major capital and property development programmes.
- To strengthen the department's strategy and policy development work by aligning transport, economic development, regeneration and development planning strategy as part of a place based approach led by a Head of Service.

10. To support the above changes, roads operations will move from Planning to become part of the Environment Department's Operations Service along with cleansing, waste, fleet, prevention services and parks. Economic Development and Regeneration will move from reporting as part of the Strategic Services portfolio to be aligned with Planning, City Deal and Infrastructure, and a proposed Place Strategy team.

11. Taking this all into account it is prudent to make changes to the remits and post titles of the Heads of Service. The proposed structure is as follows with full detail provided in Appendix 1b. The Heads of Service structure would become:

- Head of Environment Operations would assume responsibility for Roads Operations. This would join with existing operations for Cleansing, Waste, Parks, Fleet, and Prevention Services.

- Head of Place would assume responsibility for Economic Development, Town Centre Regeneration, Transport Strategy and Sustainable and Active Travel resources. In addition, this team would retain responsibility for Strategic Planning and Development Management, Building Standards, City Deal and Infrastructure.

- Head of Housing, Property and Climate Change would retain responsibility for Housing, Major Capital Projects, Property and Get to Zero teams.

12. Subject to Council approval, this proposed structure will result in changes to line management responsibilities and the appropriate processes will be followed to communicate these changes. Some further minor changes may be required across respective services to ensure that resources are fully aligned to the new portfolios and delegated authority is sought for the Director of Environment to make these as required.

Business Operations and Partnerships Department

13. The Business Operations and Partnerships Department has three Heads of Service (Appendix 2a) with the remits:

- Head of Communities and Transformation
- Head of Digital and Community Safety
- Head of HR and Corporate Services

14. Given the resignation of the Head of Digital and Community Safety, the chance has been taken to review roles and responsibilities in the department (Appendix 2b). The responsibilities for ICT and Community Safety will now be separated. This will better reflect the recruitment market for the ICT function and give greater clarity to the focus of the role, particularly given the ongoing importance of digital to the Council.

15. The job title Head of Digital and Community Safety will be changed to Head of ICT and Resilience. The resilience aspects of the role will include continued leadership of the Council's Civil Contingencies arrangements; business continuity planning and also emphasise the critical importance of information and cyber security.

16. The Head of Communities and Transformation will assume responsibility for Community Safety.

17. It is proposed that an Appointments Committee, comprising 5 Elected Members, be established to recruit a new Head of ICT and Resilience. If for any reason a member of the Appointments Committee is unable to attend then the appointment of a substitute will be made. Due to the technical content within this post it is recommended to bring an external advisor onto the Appointments Committee.

18. The following is the proposed timetable for the appointment to the post. There is an extended time for advertisement due to the school holiday period.

i.	Post advertised:	30 June
ii.	Closing date:	13 August
iii.	Shortlisting by Interview Committee:	22 or 23 August
iv.	Shortlist by Assessment Centre:	31 August
v.	Interview date:	12 September

19. This post will be advertised externally and the assessment centre will focus on ensuring the candidates have the correct skills mix to be considered for appointment by the Committee.

20. The Director of Business Operations and Partnerships will be required to put in place interim management arrangements to ensure stability and continuity within the service until such time as a suitable replacement can be recruited. As is normal practice in such situations, the Director will put in place these arrangements within the existing team. In addition, the Head of Environment (Operations) has agreed to assume interim responsibilities for chairing the Council Resilience Management Team (CRMT) until the new Head of ICT and Resilience is in post.

FINANCE AND EFFICIENCY

21. There are no additional financial implications as no new posts are being added into the structure. All costs associated with the recruitment process will be found from within existing budgets.

CONSULTATION AND PARTNERSHIP WORKING

22. Consultation in relation to these proposals has been undertaken with affected employees and the Trade Unions.

IMPLICATIONS OF THE PROPOSALS

23. There are no IT, sustainability, equalities or other implications associated with this report.

CONCLUSIONS

24. The proposals contained within this report allow changes to the senior management teams which will ensure continued focus on service delivery.

RECOMMENDATIONS

25. The Council is asked to:

a) Approve the changes to the Head of Service remits within the management structure in the Environment Department and further delegate authority to the Director of Environment to make further minor adjustments as required.

b) Approve the recruitment procedure for the Head of ICT & Resilience as detailed;

c) Provide nominations to the Appointments Committee;

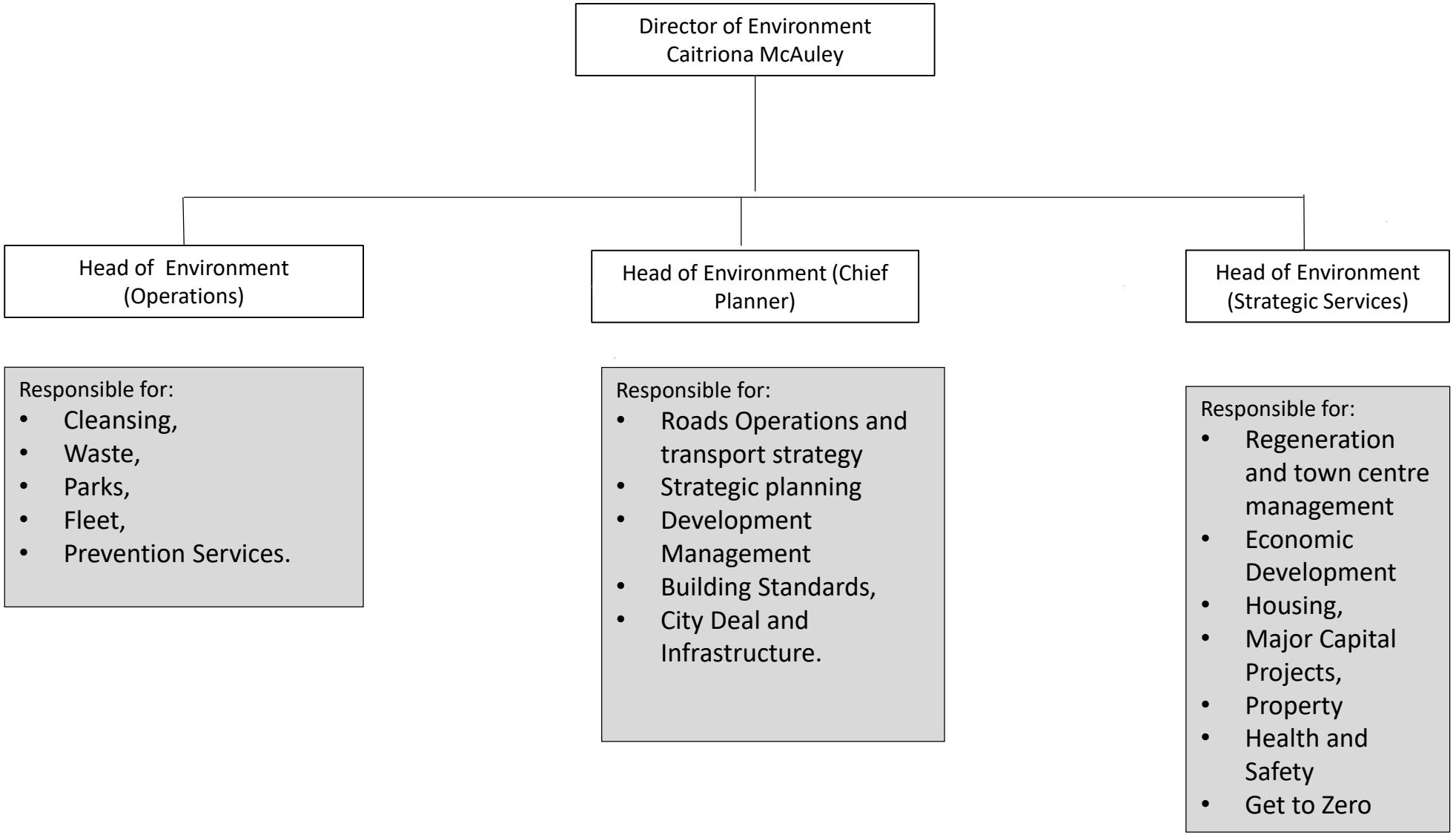
d) Delegate to the Head of HR and Corporate Services, in consultation with the Director of Business Operations and Partnerships and the Director of Environment, to make the necessary arrangements;

e) Authorise the Director of Business Operations and Partnerships to put in place appropriate interim management arrangements for the Department.

REPORT AUTHOR: Sharon Dick, Head of HR and Corporate Services, 07741 235242
CONVENER: Councillor Owen O'Donnell, Leader
June 2023

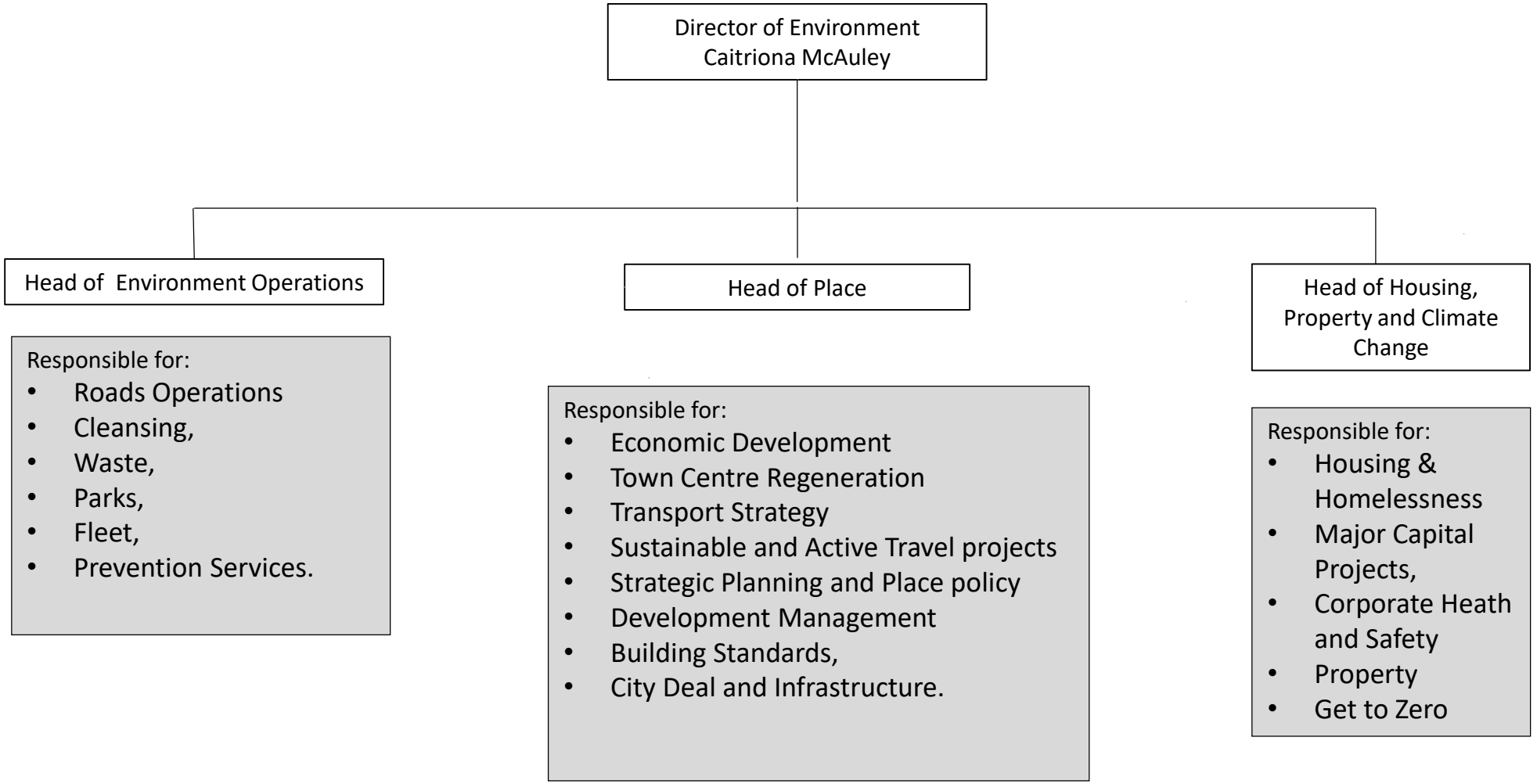
AS IS structure
Environment - June 2023

Appendix 1a



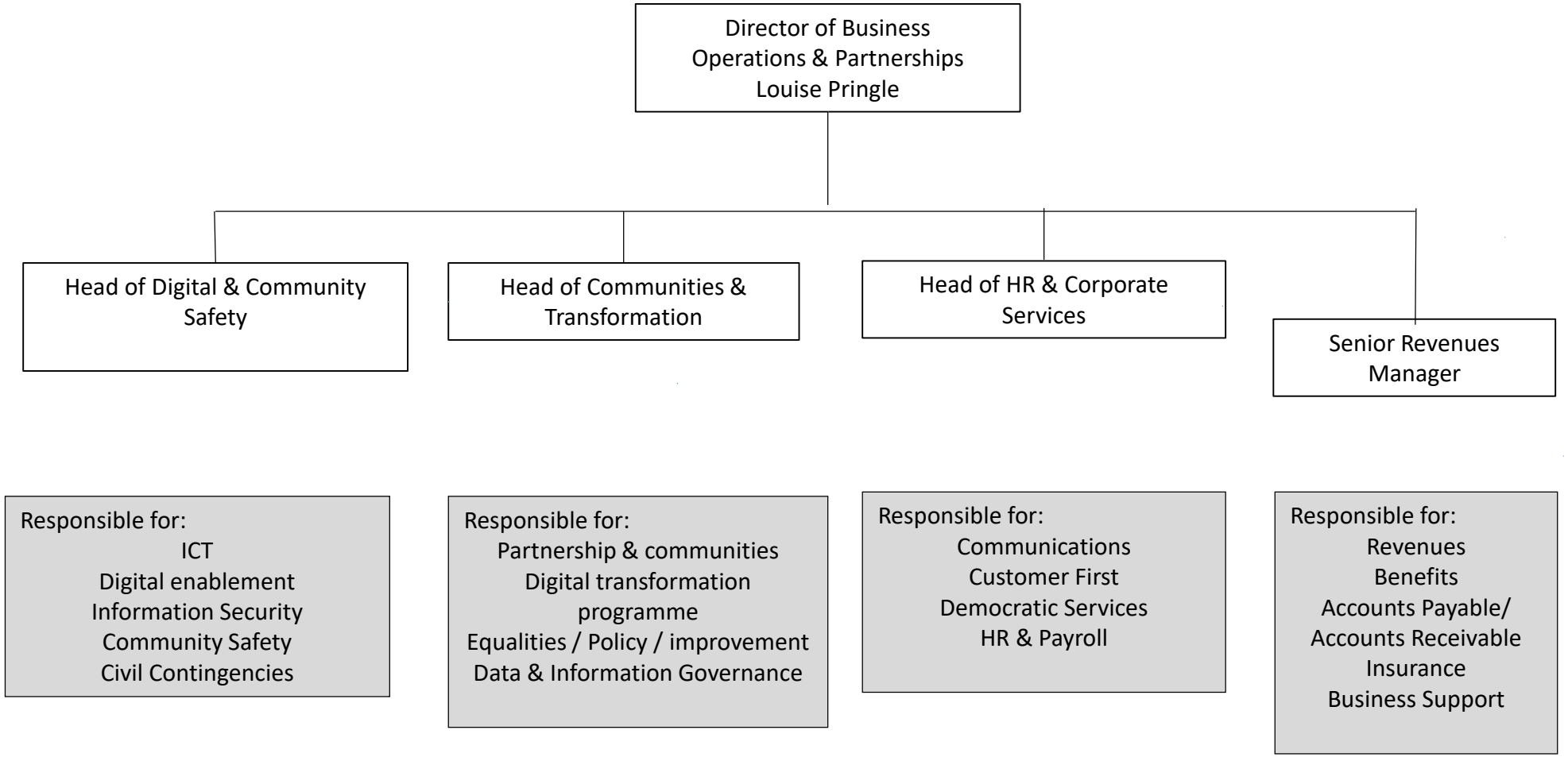
Proposed To Be structure
Environment - July 2023

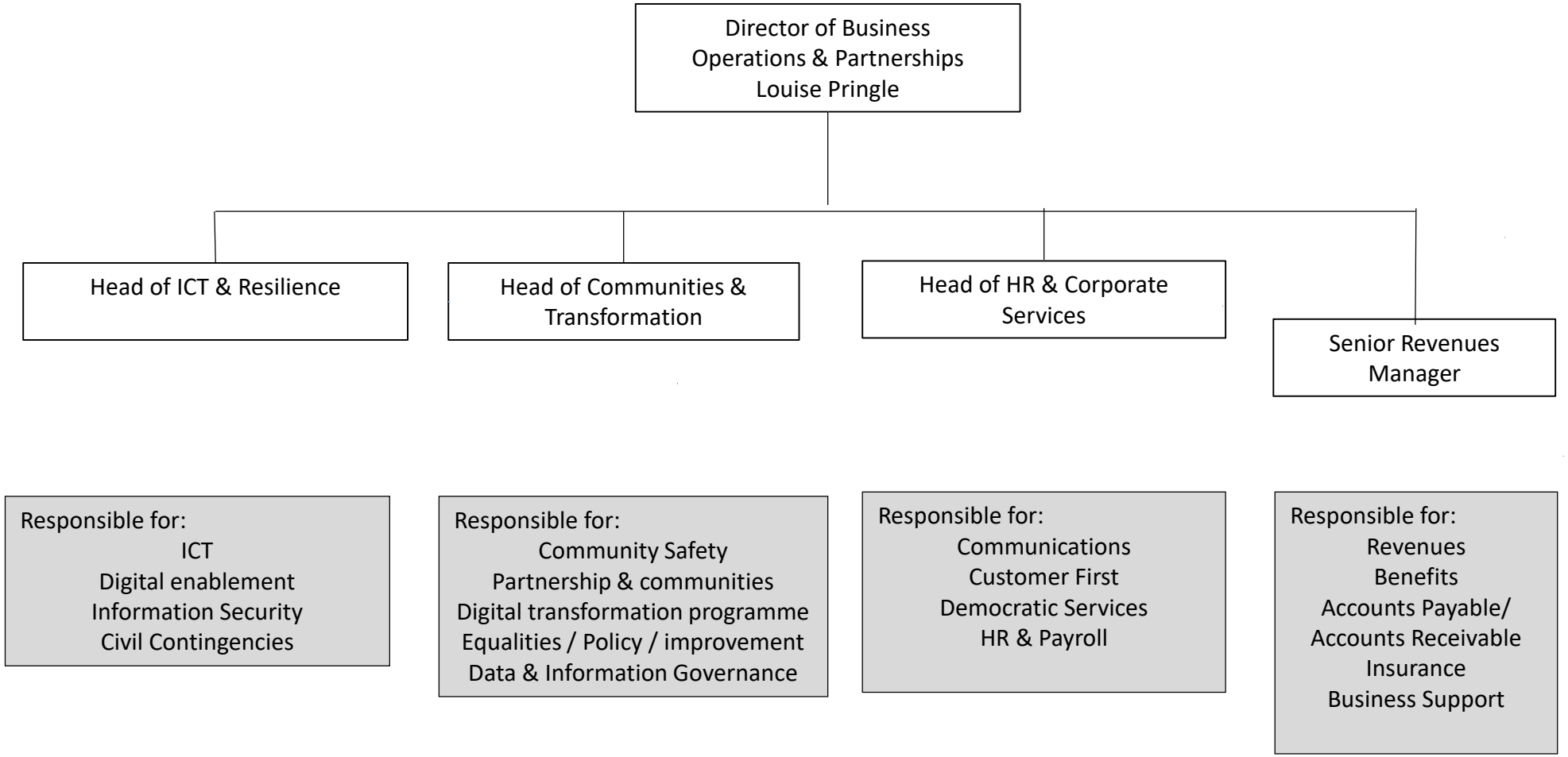
Appendix 1b



AS IS structure
Business Operations & Partnerships - May 2023

Appendix 2a



Proposed TO BE structure
Business Operations & Partnerships - May 2023

Appendix 2b