

EAST RENFREWSHIRE COUNCIL18 December 2019Report by Deputy Chief ExecutiveCHANGES TO COUNCIL'S ORGANISATIONAL STRUCTURE**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council approval for a proposed restructure of Head of Service management structure within both the Environment Department and also within the HSCP.

**RECOMMENDATIONS**

2. The Council is asked to:
- (a) Approve the creation of the post of Head of Environment (Chief Planning Officer) along with the indicative changes to the Head of Service remits within the management structure in the Environment Department;
  - (b) Approve the creation of the Head of Specialist and Intensive Services and the changes to the Head of Service remits within the management structure in the HSCP;
  - (c) Delegate to the Deputy Chief Executive, in consultation with the Director of Environment and Chief Officer of HSCP to make the necessary arrangements and approve any remit changes required; and
  - (d) Provide nominations to the Appointments Committees.

**BACKGROUND**

3. The Council has made a number of changes to the senior management structures over the last few years. 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 they are able to deliver services and also to lead the Council's ambitious programme of change and improvement.

4. In December 2017, the Council approved a revised Heads of Service structure within the Environment Department and HSCP with a view to supporting the planned budget savings for 2017/18 and beyond. However, the internal and external landscape has changed since then. It is important that the Council is aware of these issues and plans to address them.

5. In essence, there are important legislative and other resource intensive challenges with regard to the Environment Department. For HSCP there are leadership capacity concerns to ensure that professional leadership and governance in adult social care, improvement in practice, and operational workload are appropriately addressed. This report outlines those challenges and presents proposed structural changes in the Environment Department and HSCP to ensure the Council has the appropriate leadership resource in place for the future. These proposals do not change the overall number of senior management posts.

6. From a workforce planning perspective it is predicted that there will be a number of changes within the senior leadership team over the coming years and it is important that succession planning actions are considered to support the longer term future needs and ambitions of the Council.

7. The changes proposed include adjustments to the remits of Heads of Service. In the case of the Environment Department these are in part indicative only. There may be some requirement to adjust the detail of the remits as the Environment Department and HSCP's change programmes progress and it is proposed that it is delegated to the Deputy Chief Executive to approve these changes. Any further adjustments will be managed through delegated authority of the Director of Environment, Chief Officer HSCP and Deputy Chief Executive.

## **ENVIRONMENT DEPARTMENT**

8. Over the last 2 to 3 years the Environment Department has continued to progress its extensive programme of change making overall savings in excess of £1.6 million to support the challenging budget savings that had to be delivered.

9. There are currently two Heads of Service in the Environment Department:

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

10. The Director of Environment has now taken stock of a number of issues which are likely to affect his Department over the next few years and in accordance with the Council's long term planning strategy is considering at an early stage how to address them. These issues include;

- The implications of the Planning (Scotland) Act 2019 recently enacted (and subject to further guidance and regulation but which includes an additional 49 planning related duties on local authorities). This will have substantial staff resource implications. Funding by the Scottish Government, including increases in planning fees, is still under consideration.
- A requirement under the new Planning (Scotland) Act 2019 to appoint a chief planning officer. Whilst guidance is still awaited from the Scottish Government regarding the detail of this provision it is considered that it would be prudent to proceed with establishing the post. This is dealt with in further detail below.
- The implications of the recently enacted Transport (Scotland) Act 2019 which includes bus regulation, low emissions zones, pavement parking, double parking and a range of other issues which will have substantial resource implications (particularly the latter 2) once regulations and guidance are put in place by the Scottish Government.
- The recently announced Council investment of £15 million over 5 years with regard to roads investment which requires management along with resources to assess, plan, design, deliver and monitor the programme.
- The largest and most ambitious Council Capital Programme to date including, among other things, both Eastwood Leisure Centre, Eastwood Park Masterplan, and the Neilston Leisure and Learning project.

- The increasingly complex, challenging and resource intensive governance arrangements around the City Deal Programme and the Council's City Deal projects amounting to £44 million.
- The increasing complexity around delivering the major Barrhead South masterplan which includes several major developers, the utilities, Scottish Water and Transport Scotland. This site includes the Council's own Springfield Road site for affordable housing.
- The transition from LDP 2 to LDP 3 and ensuring the incorporation of the Council's emerging vision and ambitions.
- The urgent developing agenda around climate change/sustainability.
- The Council's desire to increase its pace and extent of council house delivery linked to the Scottish Government's housing vision for 2040.

11. As referred to above Section 50 of the new Planning (Scotland) Act 2019 places a clear statutory duty on local authorities as follows;

- Each planning authority must have a chief planning officer;
- Once enacted the authority's chief planning officer's role will be to advise the authority about the carrying out of:
  - the functions conferred on them by virtue of the Planning Acts.
  - any functions conferred on them by any other enactment insofar as a function relates to development.

12. On reviewing options available to support this statutory requirement and the significant current workload challenges related to the Department the Director of Environment has concluded that there is now a need to create an additional Head of Service (Chief Planning Officer) to support the Council. This will be one of, if not the, first appointments of Chief Planning Officer in Scotland and in that respect the Council will be leading the way. Most importantly, it will allow the Council to start now to plan ahead.

The new post would be the Council's principal planning adviser (through the Director of Environment) on all planning related matters and would manage an integrated service including strategic planning (primarily Local Development Plans) along with Development Management, Building Standards and the strategic elements of the roads and transportation service which are closely linked to planning. Importantly, the post would also be charged with integrating all of the planning (and transportation) related issues with Community Planning, Fairer East Ren and locality planning.

13. The current and proposed management structure is shown in Appendix 1. The remit for the new post of Head of Environment (Chief Planning Officer) and the proposed remits for the Head of Environment (Strategic Services) and Head of Environment (Operations) are indicative only. They would to some extent be dependent upon the successful internal candidate (see proposed ring fencing arrangement below) and most importantly the implications of the extensive Environment Department Change Programme as it progresses.

The new structure is therefore as follows;

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

The intention is that the recruitment of the post will be ring fenced to the Environment Department. In that respect any additional resources for 2020/21 will be funded from existing resources and in due course any increases in statutory planning charges set by the Scottish Government.

## HSCP

14. The HSCP proposed change to the remits of the three Heads of Service and some senior manager roles in December 2017. This was required due to rising demand and unprecedented levels of financial savings. The 'Fit for the Future' redesign work was informed by the Community Led Support programme which was intended to reduce demand on statutory services and enable a more person centred approach with reduced bureaucracy. The principles underpinning the structure review were that:

- It supports our focus on strategic priorities
- It delivers the required savings
- It enables stronger integration
- It is consistent in approach re span of control and layers of management
- It embeds planning and analytic capacity in operational services
- General management will be supported by strong professional leadership

15. The new management team was established in April 2018 however since then it has been recognised that it is becoming difficult to balance the significant operational workload, manage the expectation of partner bodies, Scottish Government and the Care Inspectorate whilst undertaking significant service redesign within current leadership capacity.

Recent Care at Home inspections, Strategic report inspections and self-evaluation of the approach to adult support and protection have highlighted the need to dedicate more leadership capacity to the improvement of practice and professional leadership and governance in adult social care and therefore it has been concluded that an additional head of service for adult services is required.

16. In HSCP the current configuration has three Heads of Services and a Senior Manager for Recovery Services. The current Heads of Service remits are:

- Head of Public Protection and Children Services (Chief Social Work Officer)
- Head of Locality Health and Social Care
- Head of Finance and Resources (Chief Financial Officer)

17. It is proposed that the configuration is changed to:

- Head of Public Protection and Children Services (Chief Social Work Officer)
- Head of Locality Health and Social Care
- Head of Specialist and Intensive Services
- Head of Finance and Resources (Chief Financial Officer)

The proposed structure is in Appendix 2.

18. The new post would manage Intensive Services (care at home, responder services and Bonnyton House) Out of Hours and Recovery Services and would also act as a professional social work lead for adult services with a dotted line to the Chief Social Work Officer. Within that role, there would be responsibility for professional leadership and governance of adult social work, quality assurance and the management of statutory mental health services and the service manager for adult support and protection.

19. In HSCP the current heads of service and service managers are employed by either ERC or NHS GGC but are funded by both partners. Given the responsibility for statutory social work services and registered services the proposal would be that the new head of service is social work qualified and employed by East Renfrewshire Council, although as they will also be responsible for NHS staff working in Recovery Services the post will be part funded through the HSCP NHS budget.

## APPOINTMENTS COMMITTEES

20. There is a requirement for two Appointments Committees to be set up, one for the Head of Environment (Chief Planning Officer) post and the other for the Head of Specialist and Intensive Services.

21. For the Head of Environment (Chief Planning Officer) post an Appointments Committee, comprising 5 Elected Members, should be established to shortlist and interview candidates, and to make an appointment to the post. This post will be advertised internally.

22. This post will be advertised internally and the proposed timetable for the appointment to the post is detailed below:

|   |                  |
|---|------------------|
| Post advertised:                        | 10 January 2020  |
| Closing date:                           | 26 January 2020  |
| Shortlisting by Appointments Committee: | 4 February 2020  |
| Interview date:                         | 19 February 2020 |

23. For the Head of HSCP Specialist and Intensive Services post an Appointments Committee should be established to shortlist and interview candidates, and to make an appointment to the post. The Committee should comprise 5 Members; 3 Elected Members on the IJB and 2 of the Health Board members on the IJB.

24. This post will be advertised externally and there will be an assessment centre prior to interview to ensure the candidates have the correct skills mix to be considered for appointment by the Committee. The proposed timetable for the appointment to post is detailed below:

|   |                  |
|---|------------------|
| Post advertised:                        | 10 January 2020  |
| Closing date:                           | 2 February 2020  |
| Shortlisting by Appointments Committee: | 11 February 2020 |
| Assessment Centre                       | 27 February 2020 |
| Interview date:                         | 3 March 2020     |

**FINANCE AND EFFICIENCY**

25. These organisational changes do not change the overall number of senior management posts within both departments. There will be a slight increase in staffing costs which will be managed within the current budgets.

**CONSULTATION AND PARTNERSHIP WORKING**

26. Consultation in relation to these proposals will be undertaken with affected employees and the Trade Union.

**IMPLICATIONS OF THE PROPOSALS**

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

**CONCLUSIONS**

28. The proposals contained within this report will allow restructures within the Environment Department and HSCP to ensure there is appropriate leadership capacity to support the Council's ambitions and address recently emerging challenges.

**RECOMMENDATIONS**

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

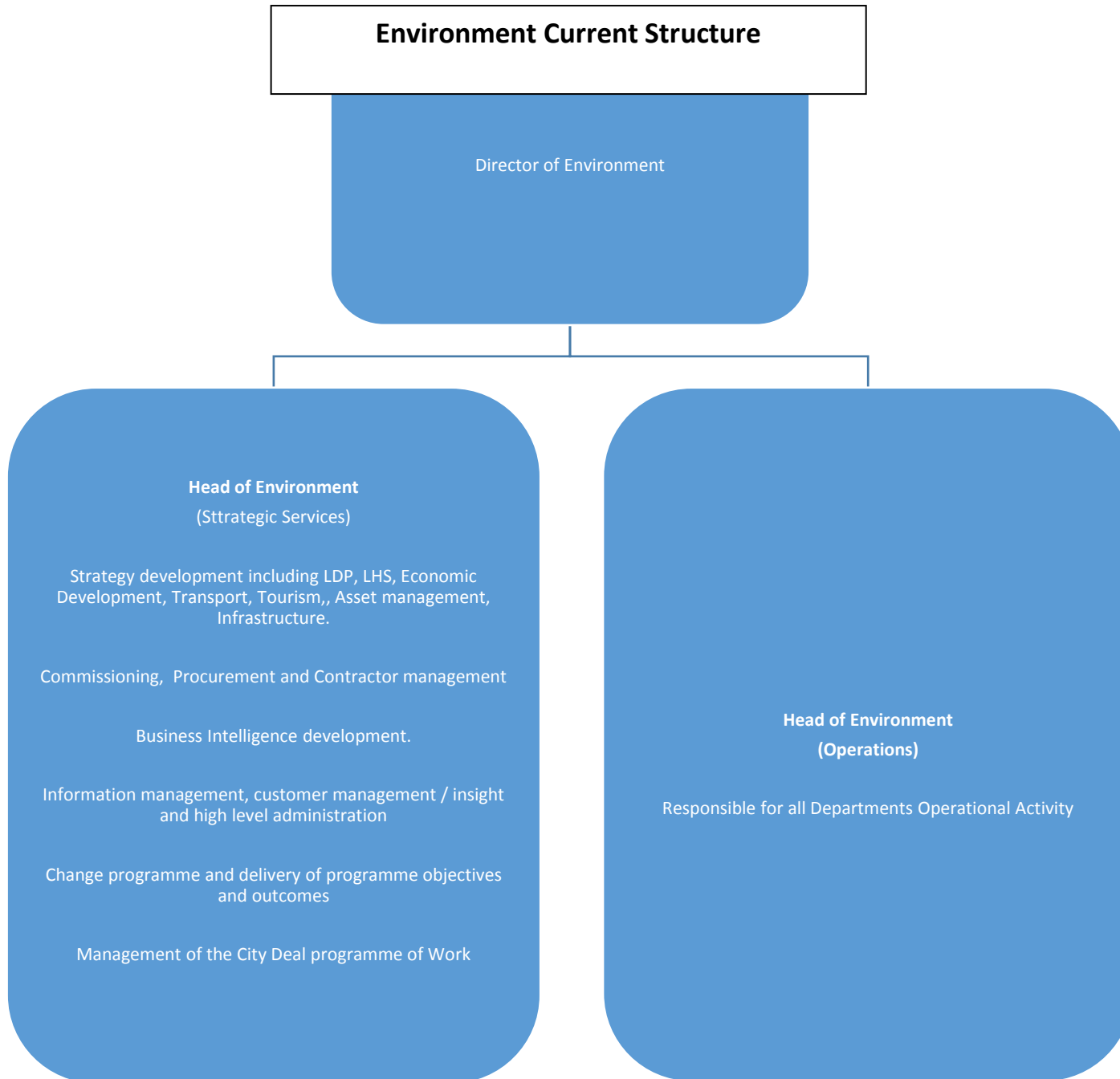
CONVENER: Councillor Tony Buchanan, Leader, Tel – 577 3107

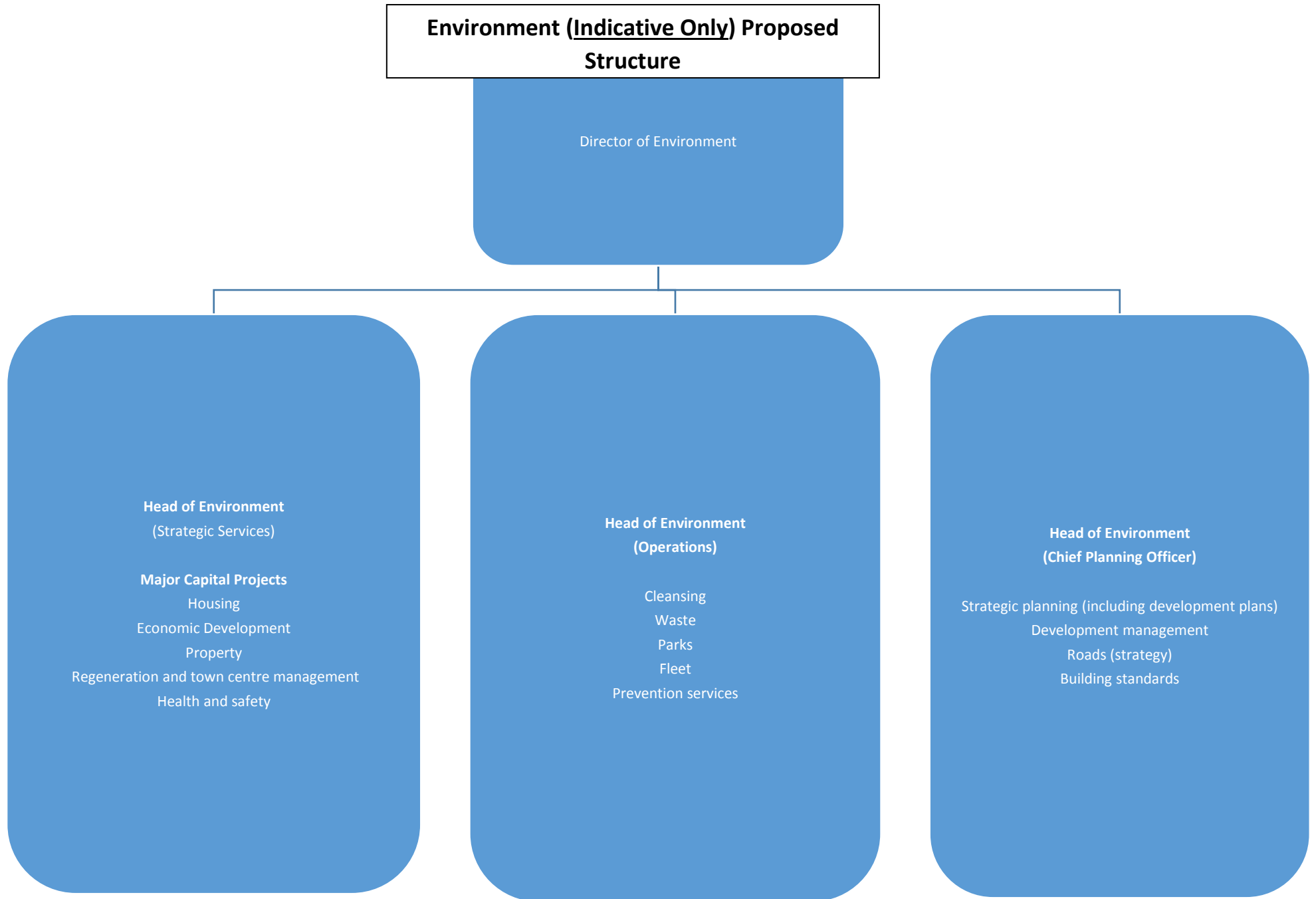
December 2019

**KEY WORDS**

Environment, HSCP, revised, management structure

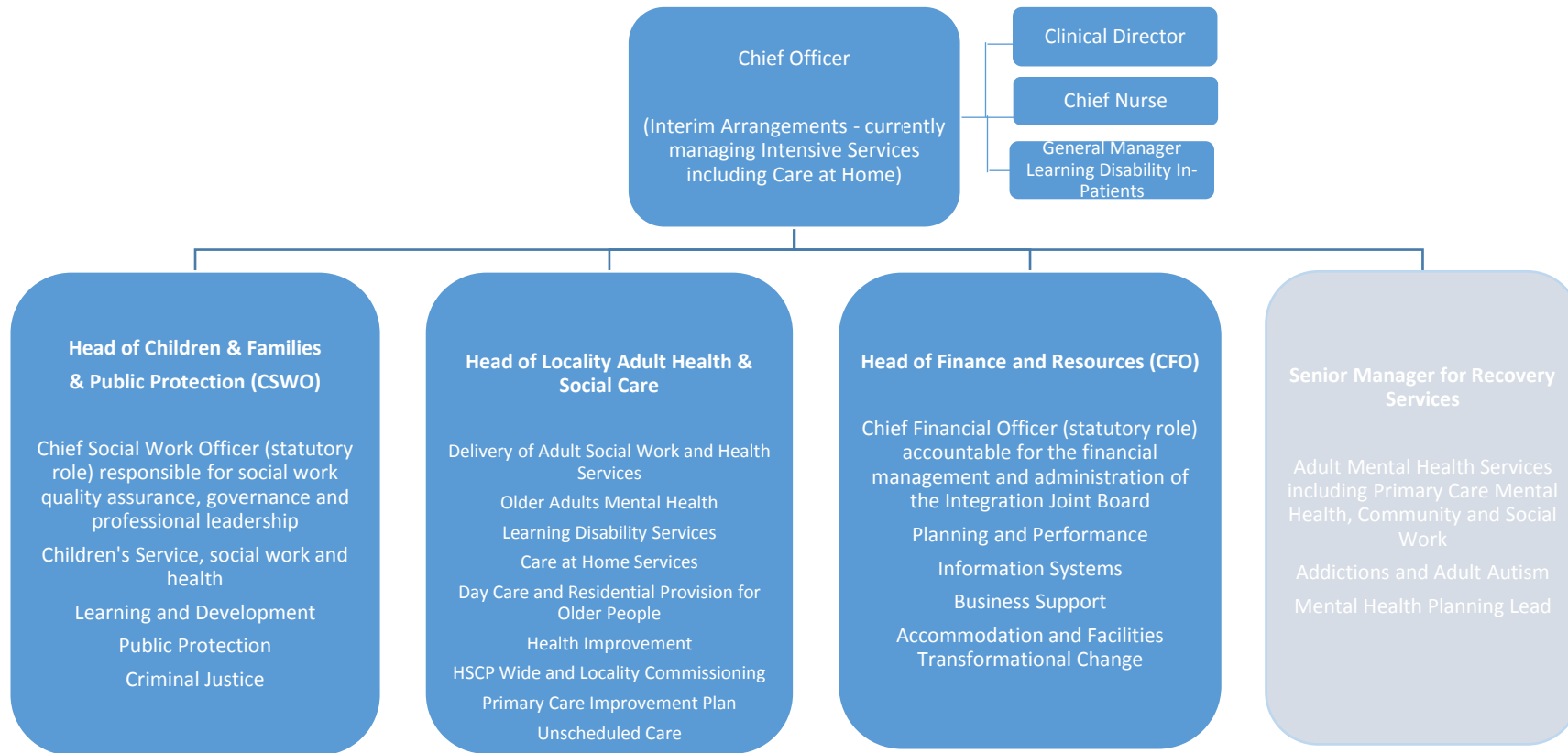
Appendix 1 – Current and Proposed Environment Structure







**HSCP Current Structure**



**HSCP Proposed Structure**

