

EAST RENFREWSHIRE COUNCIL

24 June 2015

Report by Director of Environment

SENIOR MANAGEMENT RESTRUCTURE WITHIN ENVIRONMENT DEPARTMENT

PURPOSE OF REPORT

1. The purpose of this report is to seek Council approval for a proposed senior management restructure within the Environment Department.

RECOMMENDATIONS

2. It is recommended that the Council agrees to the proposed revised management structure within the Environment Department as shown in Appendix 2b to this report, and delegates to the Director of Environment, in consultation with the Director of Corporate and Community Services, to make the necessary arrangements.

BACKGROUND

3. The Chief Executive proposed to the Council in October 2009, following the resignation of the Council's Head of Property and Technical Services that the post of Head of Property and Technical Services be deleted and its duties and responsibilities be transferred from the Finance Department to the Environment Department under the remit of the then Head of Housing, Regeneration and Maintenance Services with immediate effect.

4. In March 2010 as a consequence of the proposed transfer of Property and Technical Services new duties and responsibilities and appropriate designations were approved for the remaining two Heads of Service within the Environment Department. The current remits are attached as Appendix 1.

5. At the time and in view of the extensive responsibilities of the two re-designated posts of Heads of Environment, the Director of Environment proposed that Housing and Maintenance Services would report direct to him. The Cabinet supported this proposal.

6. More recently in August 2014, the Council agreed to participate within the Glasgow and Clyde Valley City Deal arrangement which comprises around £44million of infrastructure projects. Responsibility for the co-ordination, implementation and delivery has fallen to the Head of Environment (Planning, Property and Regeneration). This is in addition to his existing duties, as detailed in Appendix 1.

7. In recent months the demands around City Deal has placed a significant and increasing time commitment upon staff within the Council and particularly upon the Head of Environment (Planning, Property and Regeneration) in his role as the Council's Lead Officer.

8. A detailed business case for the Council's City Deal proposals has now been submitted to Glasgow's Project Management Office. By way of example proposals for 2015/16 include

- Delivering the Lavern Works
- Commencing the GRIP process for the new railway station
- Producing a services and utilities strategy for Dams to Darnley Country Park
- Producing a feasibility study for the Dams to Darnley visitors centre
- Producing a feasibility study for the business incubation centre
- Producing options for the delivery of Balgray link

9. As stated above, the responsibilities around City Deal are in addition to the existing Head of Environment (Planning, Property and Regeneration) remit.

10. The Property and Technical Services element of that remit is considerable given some of the schemes contained within the Councils Capital Programme for 2015/16 onwards. These include Eastwood Health and Care Centre, Auchenback Family Centre and Community Hub, Barrhead High School, new denominational and non-denominational primary schools for the Mearns area and the relocation of Calderwood Lodge as well as various nursery scheme projects. This is in addition to responsibilities in relation to asset management including the maintenance of buildings.

11. Clearly, the demands upon Property and Technical Services over the next few years are considerable.

12. Over and above these issues, the Environment Department has given a commitment as part of the budget strategy process to find £100,000 savings in Property and Technical Services by 2017/18 through service redesign and restructuring.

13. Clearly, the current situation is unsustainable. To continue with the existing structure and responsibilities places risk on both the City Deal proposals and also our ambitious school/nursery projects and other projects within the Capital programme.

14. Within some other Council's (Glasgow and Renfrewshire), new posts at Head of Service/Director level (and lower levels) have been created to cope with the demands of City Deal.

15. Accordingly, it is proposed that a senior management restructuring is implemented within the Environment Department to accommodate the City Deal and the pressures on Property and Technical Services, all in a manner which could present new opportunities to identify future efficiencies.

REPORT

16. Having considered the options available to better align responsibilities across the Environment Department's management structure, it is proposed that the Property and Technical Services function (including Corporate Health and Safety) be removed from the responsibilities of the Head of Environment (Planning, Property and Regeneration), with this post being re-titled Head of Environment (Planning, Economic Development and City Deal). Given the synergies which exist, it is proposed that the Property and Technical Services functions be combined with the existing Housing and Maintenance Services functions into a new combined Housing and Property Services Team.

17. Given the increased responsibility and expectations associated with this wide and important remit, it is recommended that a new Head of Environment (Housing and Property Services) post be established to oversee this new combined service area. A proposed job description is attached (Appendix 3).

18. Presently, two Senior Managers at Grade 19 have responsibilities as Housing Services Manager and Property and Technical Services Manager and meet the essential criteria of the proposed new post. Both existing Managers have been formally consulted and only the Housing Services Manager has expressed an interest in being considered for the position. Accordingly, it is recommended that the Housing Services Manager be matched into the position of Head of Environment (Housing and Property Services) with the Housing Services Manager post subsequently being deleted from the establishment. The current and proposed structures are shown in Appendices 2a and 2b to this report.

19. The additional full year costs relating to this management restructure are £13,465. These costs will be able to be funded by staffing savings elsewhere within the Department.

20. There are therefore a number of reasons why this restructure is proposed. These include

- A better alignment of responsibilities and balance across the management team thus reducing risk
- The realignment of responsibilities allows a focus upon City Deal;
- Housing and Property and Technical Services work very closely together and it makes sense to align services in this way;
- Combining these services presents opportunities for future efficiencies to be found through new ways of working, a future review of management arrangements etc.

FINANCE AND EFFICIENCY

21. Costs relating to these proposals are £13,465 and will be funded by staffing savings elsewhere within the Department. The restructure as proposed brings opportunities for future efficiencies to be found through new ways of working and a review of the combined services of Housing and Property and Technical Services.

CONSULTATION AND PARTNERSHIP WORKING

22. The Director of Corporate and Community Services and Unison have been consulted in relation to this report.

IMPLICATIONS OF THE PROPOSALS

23. There are no other staffing, property, legal, IT or equalities implications associated with this report.

CONCLUSIONS

24. The proposals contained within this report will allow the Environment Department to focus better upon key Council priorities in the future. The proposed restructuring offers opportunities to generate future efficiencies through new ways of working (service redesign) and possible revised management and supervisory arrangements which the new combined service area will offer.

RECOMMENDATIONS

25. It is recommended that the Council agrees to the proposed revised management structure within the Environment Department as shown in Appendix 2b to this report, and delegates to the Director of Environment, in consultation with the Director of Corporate and Community Services, to make the necessary arrangements.

Director of Environment

Further details can be obtained from Andrew Cahill, Director of Environment on 0141 577 3036 or andrew.cahill@eastrenfrewshire.gov.uk

June 2015

KEY WORDS

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

Environment, revised, management structure, City Deal

HEADS OF SERVICE REMITS

ENVIRONMENT DEPARTMENT

**Head of Environment
(Planning, Property and Regeneration)**

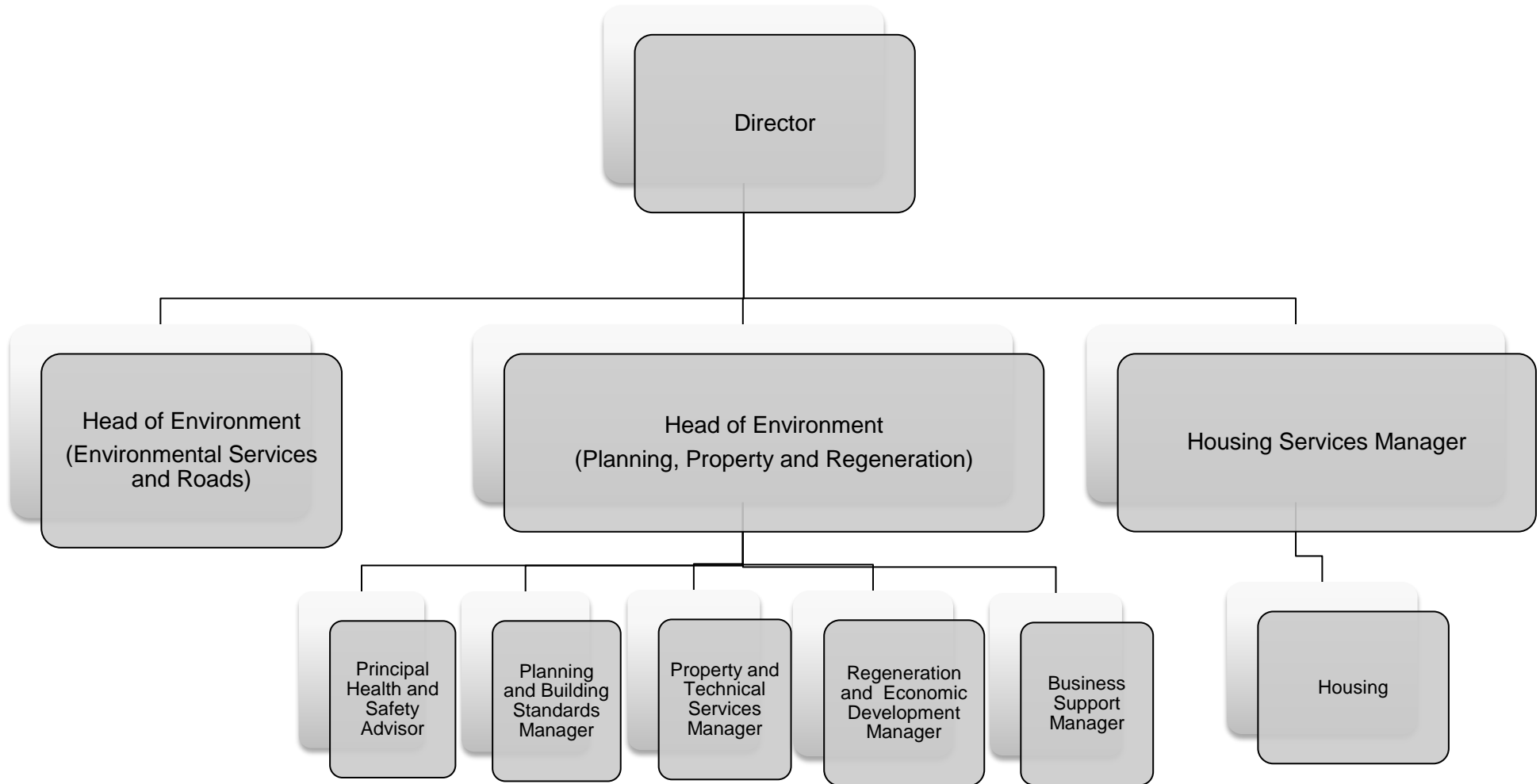
- Planning
- Building Standards
- Regeneration
- Economic Development
- Property and Technical Services
- Carbon and Asset Management
- Sustainability
- Corporate Health and Safety
- Departmental Policy, Performance and Strategy
- Open Spaces, Tourism, Country Park, Rural Development and Whitelee

**Head of Environment
(Environmental Services and Roads)**

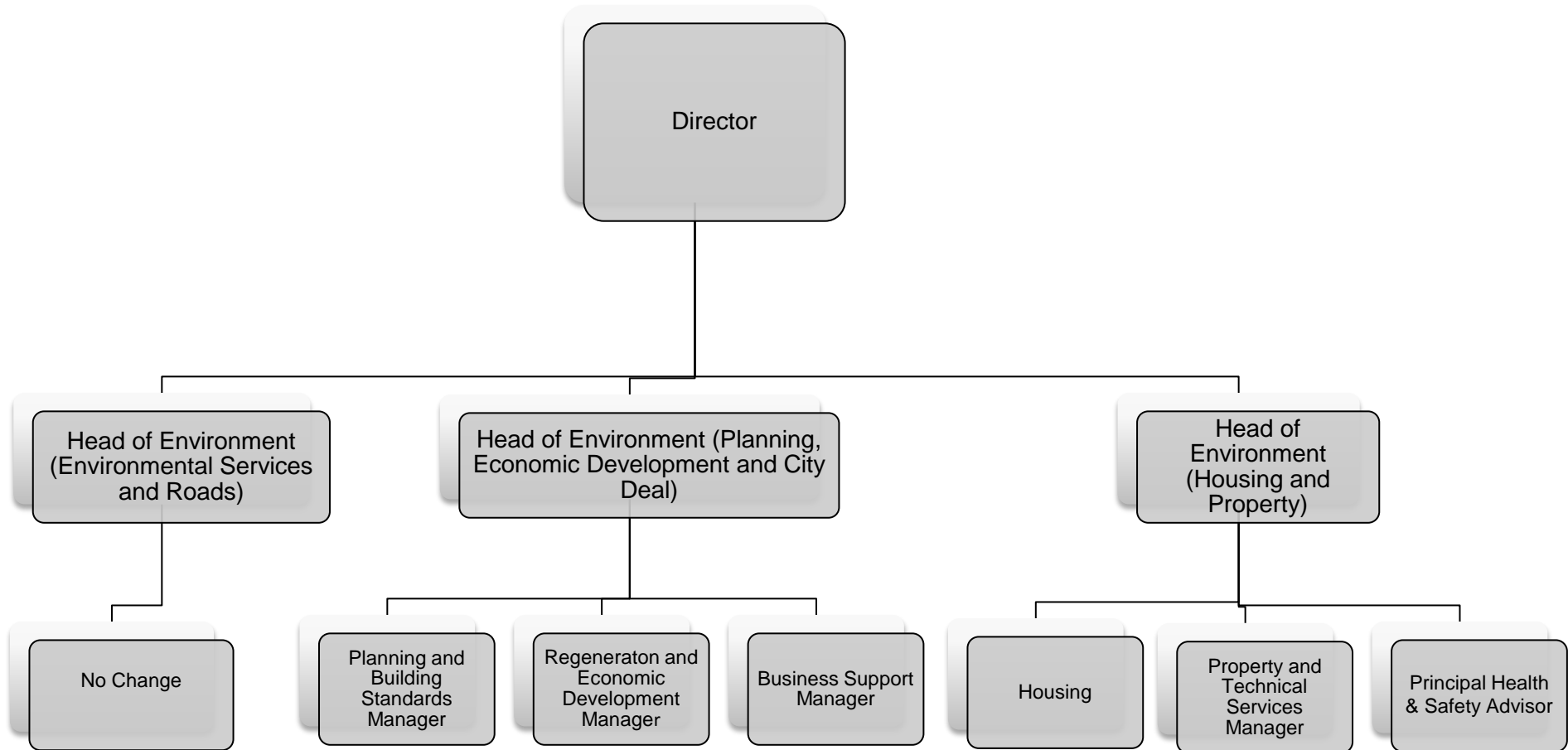
- Roads and Transportation
- Grounds Maintenance
- Cleansing and Waste Management
- Recycling
- Environmental Health
- Trading Standards
- Vehicle Management and Maintenance
- Parks

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Appendix 2a – Existing Structure



Appendix 2b – Proposed Structure



East Renfrewshire Council – Job Description

Job Title: Head of Environment (Housing and Property Services)	
Department: Environment	

Main Purpose	
<p>To ensure the effective operational management of</p> <ul style="list-style-type: none"> • Housing Services • Housing Maintenance Team, • Property and Technical Services • Corporate Health and Safety, <p>including management of the Council's corporate property assets and the Housing and non housing capital and revenue programmes. To contribute to the development of Corporate and Departmental policy and participate in the management of the Department as a whole.</p>	
Responsibilities	
<p>To lead the delivery of Housing Services, Housing Maintenance Team, Property and Technical Services, including management of the Council's corporate property assets and the Housing and non housing capital and revenue programmes; ensuring the effective management of the Services including the preparation, implementation and monitoring of the housing and non housing revenue works programmes, Capital projects and Service Plans; exercising budgetary and procurement control and ensuring effective contract management.</p>	
<p>To be responsible for managing the HRA Business Plan; ensuring capital and revenue projects are delivered on time and in budget; setting priorities to ensure the effective management and maintenance of the Council's Housing and non housing property assets. To assist the Director in the formulation, planning, monitoring and delivery of the Housing and non housing capital programmes</p>	
<p>To operate and behave as a Head of Service in accordance with the Council's core values and leadership competencies; to act as a role model for their own leadership team and encourage and drive shared responsibility for the services across all teams and disciplines within it.</p>	
<p>To be a member of the Environment Department's Senior Management Team and contribute to the achievement of the Council's strategic objectives and priorities through effective team working and by demonstrating a commitment to shared purpose and responsibility; driving change within the Service Areas and across the Council by leading the service area's contributions to the Council's programme of change and major corporate projects; embedding the five capabilities within the services, ensuring value for money; effective team working across service areas and disciplines; high standards of conduct; effective benchmarking; and exploration of all opportunities, include potential joint working, to improve service delivery.</p>	

To provide advice to the Director, Corporate Management Team & Elected Members to enable corporate objectives, priorities and statutory responsibilities to be met;	
To develop across the service areas effective systems in relation to performance management, quality assurance, health and safety, risk management and staff training and development	
To manage the Council's approach to health and safety, ensuring that robust arrangements exist across all departments which effectively manage health and safety risk	
To be accountable, and report, to Elected Members on service delivery, customer focused performance and strategy and policy development as well as supporting the Portfolio Holder in championing the Service Area.	
To develop partnerships and strong working relationships with public authorities, the voluntary and community sector and other agencies to enhance the quality of the service and deliver value for money, customer focused services	
To lead the Council's contribution to effective asset management including oversight over all asset plans and the delivery of an effective strategy in relation to management of the Council's non housing property assets, including developing the Council's Corporate landlord agenda	
To ensure that the statutory and other relevant provisions of the service areas are observed	
To promote and develop a customer and client orientated ethos within the relevant service areas	
To deputise for the Director from time to time as required, and carry out any other duties commensurate with the Grade which might be required from time to time	

East Renfrewshire Council – Person Specification

Job Title: Head of Environment (Housing and Property Services)	
Service Area: Environment	

	Essential	Desirable
Professional/Educational Qualifications	<p>Educated to degree level or equivalent, or significant experience in a similar role</p> <p>Significant experience at a senior level of either Property management, technical Services, or housing management within a local authority or other large, complex organisation</p>	Chartered Institute of Housing, RIBA, RICS or an equivalent Professional Qualification.
Relevant Work/Other Experience	<p>Significant experience of leading multi-disciplinary teams; with evidence of successful results that indicates team motivation and achievement</p> <p>Demonstrable experience of strategy formulation including the ability to put the strategy into action including securing funding for projects</p>	Project Management Experience
Skills and Abilities	<p>Evidence of positive outcomes that identify a service has been run on a business basis but with a customer insight that has demonstrated value for money</p> <p>Substantial leadership experience demonstrating culture and change management experience. Ability to understand, analyse and act upon management information</p> <p>Awareness of risk and health and safety management</p> <p>Highly organized, with ability to provide clear and appropriate advice</p>	

Personal Qualities	Excellent wide ranging communication, consultation and negotiating skills including advising and influencing decision makers and other stake holders	
Leadership Competences	<p>Bases decisions on robust data, evidence and benchmarking</p> <p>Strives for excellence through clear prioritisation, effective delegation and timeous delivery to achieve organisational goals</p> <p>Inspires, creates and communicates a shared vision</p> <p>Leads a motivating performance culture</p>	
Other Requirements	<p>Good understanding of and commitment to both quality and equality in service delivery and management</p> <p>Some attendance at evening meetings, including meetings of the Council and Cabinet will be required</p> <p>Attendance at tenant or public meetings , including evening meetings, will be required as appropriate</p>	