

EAST RENFREWSHIRE COUNCIL**Thursday 24 September 2015****Report by Deputy Chief Executive****RESTRUCTURE WITHIN CORPORATE & COMMUNITY SERVICES DEPARTMENT****PURPOSE**

1. The purpose of this report is to seek Council approval for a proposed Senior Management Restructure within the Corporate & Community Services Department.

RECOMMENDATION

2. It is recommended that the Council agrees to the proposed revised management structure within the Corporate & Community Services Department as shown in Appendix 1 to this report, and delegates to the Deputy Chief Executive to make the necessary arrangements.

BACKGROUND

3. In July 2015, as a consequence of the retirement of the Head of Revenues, his duties and responsibilities were re-assigned within the department. The Head of Customer and Business Change Services took responsibility for the majority of the services within his remit including revenues and council tax collection and benefits. This was partially offset by the transfer of Community Facilities to the Trust in July. In addition the payroll service transferred to the responsibility of the HR Manager and rent collection to the Head of Housing.

4. In September both the Head of ICT and the Communications Manager will leave the Council to take up new promoted positions within a neighbouring authority and the consequential vacancies have enabled a minor restructure of the management arrangements within the department.

5. These departures have provided the opportunity to review options for strengthening the leadership structures within Corporate Services where we have seen increases in demands for service in some critical high demand areas such as HR and Business Change and a step change in the pace and scale of change generally. Over the last 12 months, a series of individual departmental change programmes as well as a Council wide change programme have been developed. These incorporate a series of enabling workstreams on digital and modernising which are being supported by a new Organisational Development Strategy and action plan. The demands and needs of the organisation are growing and the range and complexity of this work, in addition to normal service delivery requirements cannot be underestimated. The need for effective and experienced leadership is critical to manage these important areas of work for the Council.

6. Having considered the options available it is proposed that the HR function, the Communications team and the Customer First team be jointly managed by a new Head of Service post and that the HR Manager be matched into this post with her substantive post being removed from the establishment.

RATIONALE

7. HR services now have more complex stakeholder management requirements as they seek to deliver for the different requirements of the HSCP and the Trust as well as the Council. Recognition of the need for strong and healthy industrial relations is more important than ever as we embark on further change. Most councils have a Head of Human Resources.

8. It is proposed to widen the remit to also include Customer First services and the Communications team to develop opportunities to increase focus on digital communication with customers. As on-line and channel shift increasingly becomes the priority, closer working will be required as Communications staff, more and more, find themselves responding to customer queries via social media channels. New management structures will be created under the Head of Service, particularly in Communications to take forward the vital work of this team including proactive public relations, managing media contact as well as new City Deal responsibilities. This will allow us to proceed immediately to a recruitment process for the Communications post to cover media work to ensure as much continuity for our proactive public relations and media management service as possible. The impact on significant events like Electric Glen will also be reviewed as part of the process.

9. The remit of the Head of Customer & Business Change Services requires to be rebalanced to reflect increased demands of the new Modern Ambitious Council Programme for change and transformation and the newly acquired responsibilities taken from the former Head of Revenues including the Welfare Reform agenda. The movement of the Customer First function will permit a greater focus on these 2 priority areas. In addition, preparations for any new Best Value audit need to be assigned some priority. The post title would change to Head of Business Change and Revenues.

10. Responsibilities will continue to be kept under review within the department as the change programme progresses and there may be scope to further realign some services that are more transactional in nature going forward.

11. Over and above these proposals the Corporate and Community Services department is committed to finding £860k savings by 2017/18 through service redesign and restructuring as part of the budget process.

FINANCIAL IMPLICATIONS

12. Costs relating to these proposals amount to just under £17k and will be funded from within existing resources following some redesign work in the Department.

CONSULTATION

13. Trade Unions have been consulted in relation to this report.

CONCLUSION

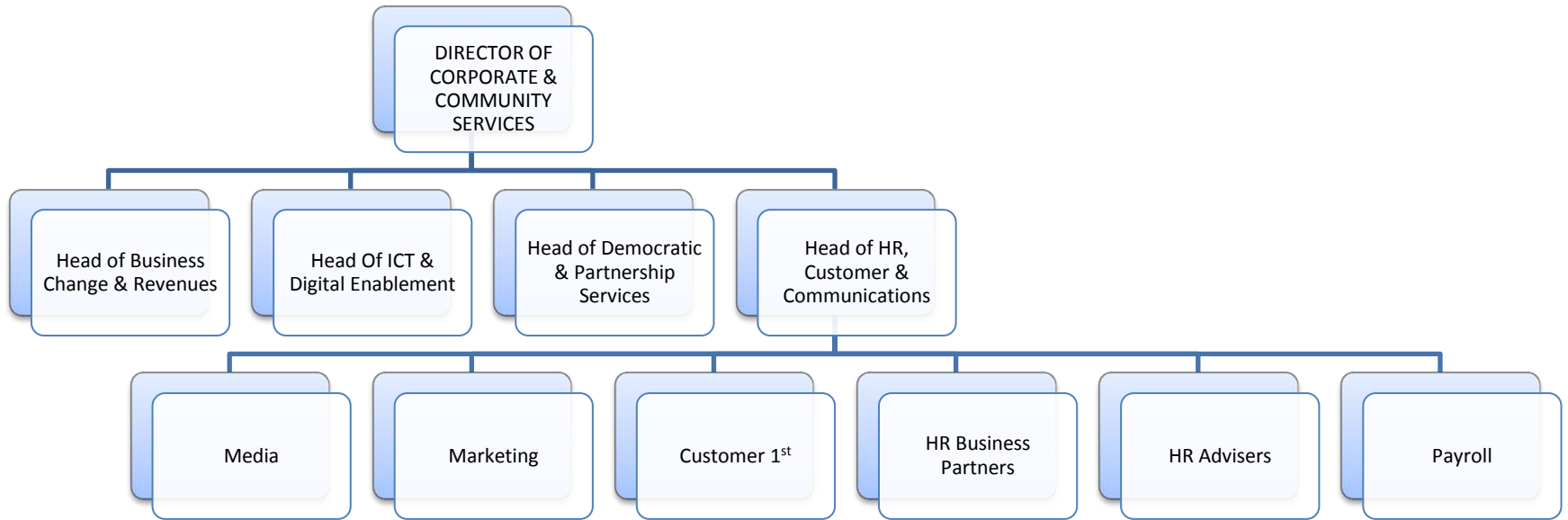
14. The proposals contained within this report will allow the Corporate and Community Services department to strengthen management arrangements to better focus on Council priorities for the future.

RECOMMENDATION

15. It is recommended that the Council agrees to the proposed revised management structure within the Corporate & Community Services Department as shown in Appendix 1 to this report, and delegates to the Deputy Chief Executive to make the necessary arrangements.

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