



To: Leadership Board

On: 25 April 2018

Report by: Chief Executive

Heading: Best Value: Management Arrangements

1. Summary

- 1.1 The purpose of this report is to seek approval to implement changes to the senior management arrangements for the Council, as outlined in the report. These changes will ensure that senior management structures continue to support the delivery of Council priorities and respond to the broader environment the Council operates in, and provide an effective management framework.
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2. Recommendations

- 2.1 Members are asked to approve the changes to the senior management arrangement as detailed in the report, and delegate authority to the Chief Executive to implement the changes in consultation with the relevant conveners.
- 2.2 Members are asked to note that, in line with good practice, senior management structures will continue to be kept under review by the Chief Executive to take account of national and local policy developments.

3. **Proposed Changes to Management Structures**

- 3.1 Members will be aware that senior management arrangements were last reviewed by this Board in September 2017, and it is now an appropriate point at which to review how well senior management structures are aligned to, and effectively supporting the current Board remits and responsibilities, and the delivery of Council priorities.
- 3.2 In addition, as noted in the Accounts Commission's findings on our Best Value Assurance report, the Community Empowerment Act is placing significant and new expectations on public bodies, including the Council; and how we engage with citizens and communities. The act aims to give communities greater influence and involvement in policy development, service re-design and budget decisions at a local level, and it is important that the Council responds positively to these new statutory responsibilities, including ensuring senior management arrangements reflect sufficient focus on this policy priority, which is now contained in the new Council and Community Plan.
- 3.3 Finally, both the Director of Environment and Communities, and the Head of Child Care and Criminal Justice, have given notice of their retirement from the Council at the end of September and August this year respectively; and this provides an opportunity to review senior officer structures and responsibilities in the recruitment and selection of successor chief officers for the Council. The following changes are proposed, as detailed below.
- 3.4 The current Environment and Communities Services cover a wide range of high profile, front line, public facing services which have undergone a number of strategic changes over recent years as part of the Council's corporate change programme. The service has also been developing the Council's response to the wider requirements of community engagement as a result of the requirements of the Community Empowerment legislation, and also of the Council's decision to review local governance and decision-making, currently underway. The Director is a highly experienced chief officer who has effectively managed this broad remit and responsibility over a number of years. However, given the additional and heightened focus on community empowerment, it is proposed to transfer the post and responsibilities of the Head of Communities and Public Protection to the Director of Development and Housing Services to ensure sufficient capacity continues to be directed to these important remits, and for the new Director to be recruited as the Director of Environment and

Infrastructure, responsible for Roads and Transportation, Fleet, Streetscene and Land Services, Waste, and Hard and Soft Facilities Management.

- 3.5 It is also proposed to transfer the Head of Regeneration and the City Deal team to the Chief Executive's service, to more fully align officer structures with Policy Board responsibilities, and reflecting the strategic importance of the City Deal and regeneration projects to the delivery of the outcomes in the Council and Community Plan. Development and Housing services will be retitled 'Communities and Planning' more fully reflecting the role of the service and providing a more direct relationship to their main Policy Board, and responsible for Housing Services, Planning, Regulation and Enforcement, Public Protection and Civil Contingencies, Community Empowerment and Development, and the 2021 Legacy Delivery.
- 3.6 These proposals also therefore involve the transfer of Community Learning and Development from Children's Services to Communities and Planning Services. No changes to the post and remit of the Head of Child Care and Criminal Justice are proposed for the recruitment of the new Head of Service.
- 3.7 Finally, in September 2017 it was agreed to bring together the existing HR function with the Change/OD functions under a post of Head of HR and Organisational Change reporting directly to the Director of Finance and Resources. At present this post remains vacant following an unsuccessful recruitment process. In the intervening period progress has continued to be made to develop the Council's approach to Workforce Planning and Organisational Development through interim arrangements. In carrying out this work it has become clearer over recent months that the scale and focus of organisational development required to deliver on the Council's future transformation programme will be significant. In this context, it is proposed to change the title of this Head of Service post to Head of Transformation and Organisational Development and seek the recruitment of an individual with a skill set more aligned to these requirements. The post will retain the same functional areas of responsibility covering change, organisational development, workforce planning and human resource management, but with an additional focus on the leadership and development of the Council's transformation strategy.
- 3.8 These proposed changes substantially complete the realignment of officer structures to the Council's Policy Boards, and it is anticipated that this will deliver improved management arrangements for support to Boards, will more effectively rebalance workload across all services

and will ensure that Council priorities continue to have sufficient management capacity and oversight directed to them.

- 3.9 At this stage, no further structural changes are proposed to the remaining management arrangements. Members will be kept informed, and advised of any future implications for the management of the Council resulting from any national or local policy developments as appropriate.

Implications of the Report

1. **Financial** – The proposals will be met from existing resources
2. **HR & Organisational Development** – The proposals ensure the Council continues to have the right balance of skills, experience and capacity to support the management of Council service delivery, and the delivery of its strategic priorities. Senior management structures will continue to be kept under review as part of the Council's workforce planning arrangements.
3. **Community/Council Planning** – The proposed management structures provide a clearer alignment to the responsibilities of the Policy Boards of the Council, and the delivery of Council and Community Plan priorities.
4. **Legal** – n/a
5. **Property** – n/a
6. **Information Technology** – n/a
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website
8. **Health & Safety** – n/a
9. **Procurement** – n/a

- 10. **Risk** – n/a
- 11. **Privacy Impact** – n/a
- 12. **Cosla Policy Position** – n/a

List of Background Papers

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