SOUTH LANARKSHIRE COUNCIL

Report

Report to:	**Community and Enterprise Resources Committee**
Date of Meeting:	**9 August 2022**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**Realignment of Community and Enterprise Resources Senior Management Structure**

1.   Purpose of Report
1.1.   The purpose of the report is to: -

- ♦ update Committee on the realignment of the senior management structure for Community and Enterprise Resources (CER)

2.   Recommendation(s)
2.1.   The Committee is asked to approve the following recommendation(s):-

(1)   that the contents of the report be noted.

3.   Background
3.1.   Over the last year, there have been significant changes across all areas of the Community and Enterprise Resources senior management structure, with most Heads of Service retiring over the course of the year.

3.2.   The changes at senior management level provide an opportunity to review and modernise the management structure of the Resource, including the remit of Heads of Service, to meet the challenges of a dynamic operational environment and to better align with the emerging direction of the Council.

4.   Current Senior Management Structure
4.1.   The original CER senior management structure was formed when Community Resources (i.e. Facilities, Waste, Grounds, Fleet, Environmental Services) and Enterprise Resources (i.e. Roads, Transportation, Planning and Economic Development) merged in 2011. Any subsequent changes in Head of Service remits over the years that followed remained along pre-merged Resource lines and were triggered by one-off retirals or specific operational drivers rather than through an opportunity to set a new overall strategic direction.

4.2.   The Resource was originally set up with the following Heads of Service posts:-

- ♦   Head of Roads and Transportation Services
- ♦   Head of Facilities, Waste and Grounds
- ♦   Head of Planning and Economic Development
- ♦   Head of Fleet and Environmental Services

4.3. The large-scale changes in senior management outlined in 3.1. provide a unique opportunity to realign Services within the Resource on a strategic and fully integrated basis, in a way that reflects the emerging direction of the Council and takes account of the changing national, regional, and local perspective.

4.4. Appendix 1 outlines the current structure.

5. The Case for Change
5.1. A different approach is required as South Lanarkshire emerges from the COVID-19 pandemic, adjusts to a different economic environment, and contends with the knock-on effects of the changing global landscape resulting from the situation in Ukraine.

5.2. The operational environment has also changed through new legislation and a range of recent initiatives at a national and regional level, such as the Climate Change Act 2019, the Scottish Government Programme for Government, Community Wealth Building, 20-Minute Neighbourhoods, Town Centre First and the Glasgow City Region Economic Strategy and City Deal, to name but a few.

5.3. Community and Enterprise Resources, by virtue of its scale and diversity, can influence the lives of everyone in South Lanarkshire. The Resource's universal reach, therefore, makes it uniquely placed when taking account of the above factors, to have a positive impact on the prosperity, health, and wellbeing of our residents by creating a sustainable place where people want to live, work, visit and prosper.

6. Structural Analysis
6.1. The following areas of Service realignment have been developed on a cost neutral basis and aim to address the issues outlined in section 5 of this report.

6.2. Roads, Transportation and Fleet Services
The activities delivered by the Roads and Transportation Service have a natural synergy with those of Fleet Services. The Services each have a mix of operational and strategic elements across a generally comparable subject matter. For this reason, Fleet Services has been aligned with Roads and Transportation Services to create **Roads, Transportation and Fleet Services.**

6.3. Some of the projected key areas of delivery for Roads, Transportation and Fleet Services are:-

♦ implement Transport Scotland Act actions
♦ decarbonisation and rightsizing of Council Fleet
♦ roll out of electric vehicle (EV) charging
♦ support economic growth
♦ active travel
♦ roads related infrastructure
♦ introduce new winter maintenance arrangements

6.4. Facilities, Waste and Grounds Services:
The range and scale of services delivered by **Facilities, Waste and Grounds Services** mean that they all have a direct impact on the day to day lives of residents of South Lanarkshire. Provision across this Service is similar in that each element consists of heavily operational, high-volume activities operating at pace within a

dynamic but often regulated operating environment. Consequently, these services rely on meticulous logistical planning. For these reasons, there are no proposals to restructure the core elements of Facilities, Waste and Grounds.

6.5. It should be noted, however, that this Service currently has responsibility for Support Services for the Resource and the Performance and Policy Development Team, which includes activities related to sustainability and climate change. These services have been realigned to the newly designed Enterprise and Sustainable Development Service as detailed in points 6.9 to 6.14 of this report.

6.6. Some of the projected key areas of delivery for the Facilities, Waste and Grounds Services are:-

♦   Zero Waste Plan
♦   National Litter Strategy
♦   deposit return scheme
♦   roll out free school meals
♦   new food regulations
♦   community growing
♦   tackle Ash Dieback

6.7. <u>Planning and Regulatory Services:</u>
Several services that are regulatory in nature sit within Community and Enterprise Resources, in particular, Planning, Building Standards and Environmental Services. There are, therefore, clear synergies between the regulatory services within the Resource and, consequently, Planning, Building Standards and Environmental Services have been placed under a single Head of Service to create **Planning and Regulatory Services.**

6.8. Some of the projected key areas of delivery for Planning and Regulatory Services are:-

♦   Planning Act and National Planning Framework 4
♦   Local Plans, and Local Development Plan
♦   Building Regulations 2022
♦   exit from European Union (EU)
♦   EU Food import Controls
♦   Air Quality Action Plan
♦   Contaminated Land Strategy
♦   increase performance across Planning and Building standards

6.9. <u>Enterprise and Sustainable Development</u>:
Economic development activities have recently increased in priority, as evidenced through the budget setting process and the increasing level of external funding opportunities being brought forward by the UK and Scottish Governments, which the Council wishes to maximise.

6.10. It is incumbent on the Council as an anchor organisation, to provide leadership when recognising the stresses placed on the business community through COVID-19, the changed economic environment, the Ukrainian situation and the resultant impact on costs, supply chains and other operational and financial drivers.

6.11. In addition to this, the Council has recently embarked on an ambitious programme to tackle climate change, which can be fully realised when fused with the 'green economy' and a range of net zero infrastructure projects across the public and private sectors. Creating sustainable communities extends beyond measures to deal with climate change and includes economic viability and community cohesion and sufficiency.

6.12. The Council itself aspires to deliver services in new and innovative ways, generating additional income where it is appropriate to do so, and providing optimum operating models that help direct available resources to areas of most need and where maximum impact can be achieved. This includes exploring business development opportunities that exploit the potential for commercialisation of services, joint ventures and other service delivery models for example, EV charging and renewables.

6.13. Taking all of this into account, consideration has been given to augmenting the mainstream economic development activities with council business development and sustainable development, providing a focused and more integrated approach across each area of activity to provide cumulative benefit. To achieve this, a new Service has been established called **Enterprise and Sustainable Development**, led by a dedicated Head of Service.

6.14. Some of the projected key areas of delivery for Enterprise and Sustainable Development are:-

- develop and implement new Economic Strategy
- Community Wealth Building
- 20-minute neighbourhoods
- tourism development
- Town Centre investment and development
- Rural Economic Development and the Renewable Energy Fund (REF)
- UK and Scottish Government funding including new funding opportunities (Levelling Up, Shared Prosperity funding, Community Renewal Fund etc.)
- Council business development, investments and commercialisation
- City Region activity
- sustainability and climate change
- Good Food Strategy
- community infrastructure
- support services

6.15. The proposed revised structure for the Resource is set out in Appendix 2.

7. Financial Implications
7.1. The proposed new CER senior management structure maintains the same number of Heads of Service and the structural changes would, therefore, be cost neutral.

8. Employee Implications
8.1. The current Head of Planning and Economic Development retired on 29 July 2022. The current post of Head of Fleet and Environmental Services is vacant. The above posts have been transformed into the following new Heads of Service:-

- Head of Planning and Regulatory Services
- Head of Enterprise and Sustainable Development

8.2.	Recruitment for the above posts is currently underway.

8.3.	Detailed discussions on the new structure will also be undertaken with each Service within the Resource.

**9.	Climate Change, Sustainability and Environmental Implications**
9.1.	There are no direct climate change, sustainability or environmental implications associated with the proposals in this paper. However, this revised structure will improve the Council's position in terms of supporting the green economy and related external funding opportunities.

**10.	Other Implications**
10.1.	The strategic remodelling of the CER senior management structure provides the Council with the opportunity to look across its wider management structure and realign service provision where areas of common benefit can be identified.

**11.	Equality Impact Assessment and Consultation Arrangements**
11.1.	This report does not introduce a new policy, function or strategy or recommend a significant change to an existing policy, function or strategy, and, therefore, no impact assessment is required.

David Booth
Executive Director (Community and Enterprise Resources)

25 July 2022

Link(s) to Council Values/Priorities/Outcomes
♦	Focused on people and their needs
♦	Working with and respecting others
♦	Ambitious, self aware and improving
♦	We will work towards a sustainable future in sustainable places
♦	We will work to recover, progress and improve
♦	Good quality, suitable and sustainable places to live
♦	Thriving business, fair jobs and vibrant town centres
♦	Caring, connected, sustainable communities
♦	People live the healthiest lives possible

Previous References
♦	None

List of Background Papers
♦	None

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:-
David Booth, Executive Director (Community and Enterprise Resources)
Tel:	01698 454798
E-mail:	David.Booth@southlanarkshire.gov.uk

Appendix 1
Current Structure

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│ Head of Roads││Head of        ││Head of       ││Head of Fleet ││South Lanarkshire  │
│ and          ││Facilities,    ││Planning and  ││and           ││Leisure and Culture│
│Transportation││Waste and      ││Economic      ││Environmental ││                   │
│ Services     ││Grounds        ││Development   ││Services      ││                   │
│              ││Services       ││              ││              ││                   │
│  337 FTE     ││  2,052 FTE    ││  94 FTE      ││  203 FTE     ││   697 FTE         │
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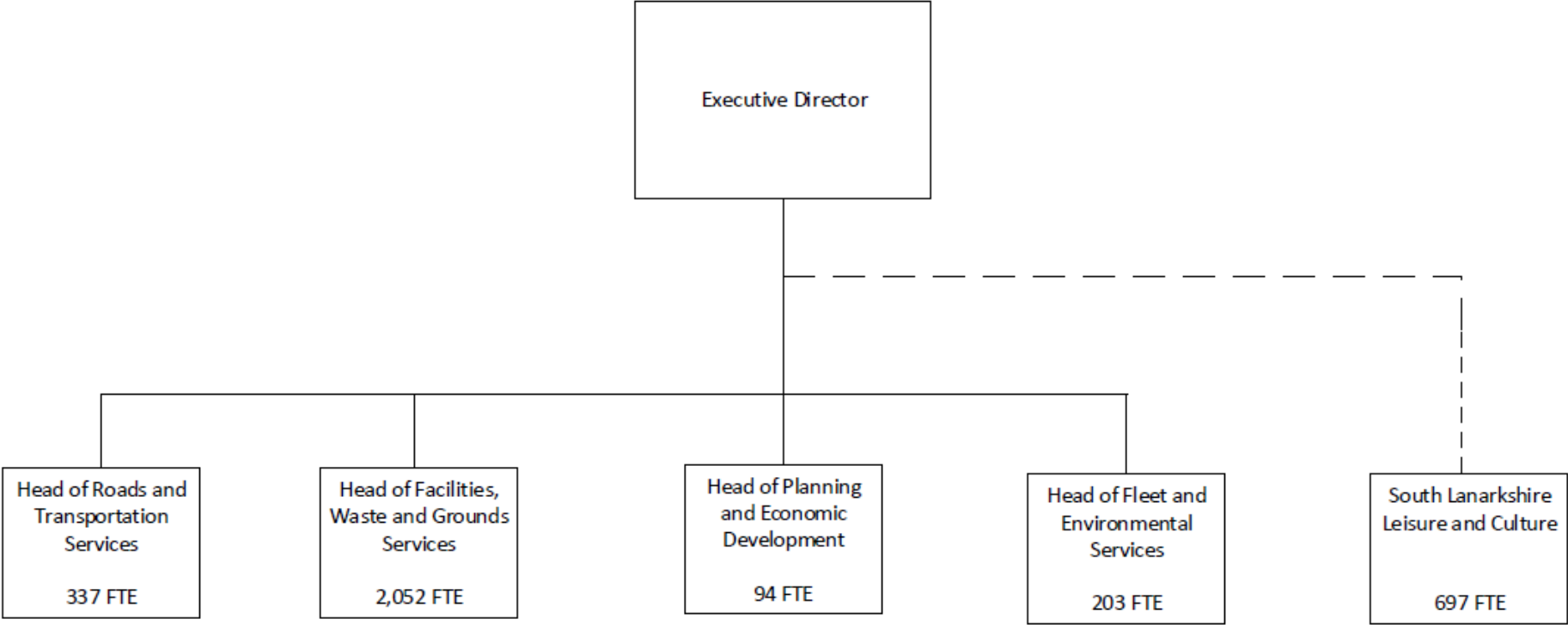
Appendix 2
Realigned Structure

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│ Head of Roads,│ │ Head of,     │ │ Head of     │ │ Head of      │ │ South        │
│ Transportation│ │ Facilities,  │ │ Enterprise  │ │ Planning     │ │ Lanarkshire  │
│ and Fleet     │ │ Waste and    │ │ and         │ │ and          │ │ Leisure and  │
│ Services      │ │ Grounds      │ │ Sustainable │ │ Regulatory   │ │ Culture      │
│               │ │ Services     │ │ Development │ │ Services     │ │              │
│               │ │              │ │             │ │              │ │              │
│   470 FTE     │ │  1,970 FTE   │ │   119 FTE   │ │   127 FTE    │ │   697 FTE    │
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