

**Are you an inspirational leader committed to strategic partnership working, with a vision for digital change and transformation?**

## **Head of Communities & Transformation**

Job Reference: ERN04107

Salary: £88,326



## **Recruitment Pack**



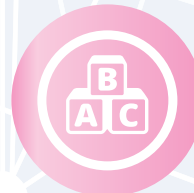
[www.eastrenfrewshire.gov.uk](http://www.eastrenfrewshire.gov.uk)



# Vision for the future

Our vision is to be a modern, ambitious council creating a fairer future with all and our ultimate aim is to make people's lives better.

We are working across East Renfrewshire to achieve best Outcomes for



EARLY YEARS  
AND VULNERABLE  
YOUNG PEOPLE



LEARNING, LIFE  
AND WORK



ENVIRONMENT  
AND ECONOMY



SAFE, SUPPORTIVE  
COMMUNITIES



OLDER PEOPLE  
AND PEOPLE WITH  
LONG-TERM CONDITIONS

We will achieve this by excelling in our Five Capabilities



PREVENTION



EMPOWERING  
COMMUNITIES



DATA



MODERNISATION



DIGITAL

And along this journey, in everything we do, we must live our Values



Ambition



Kindness



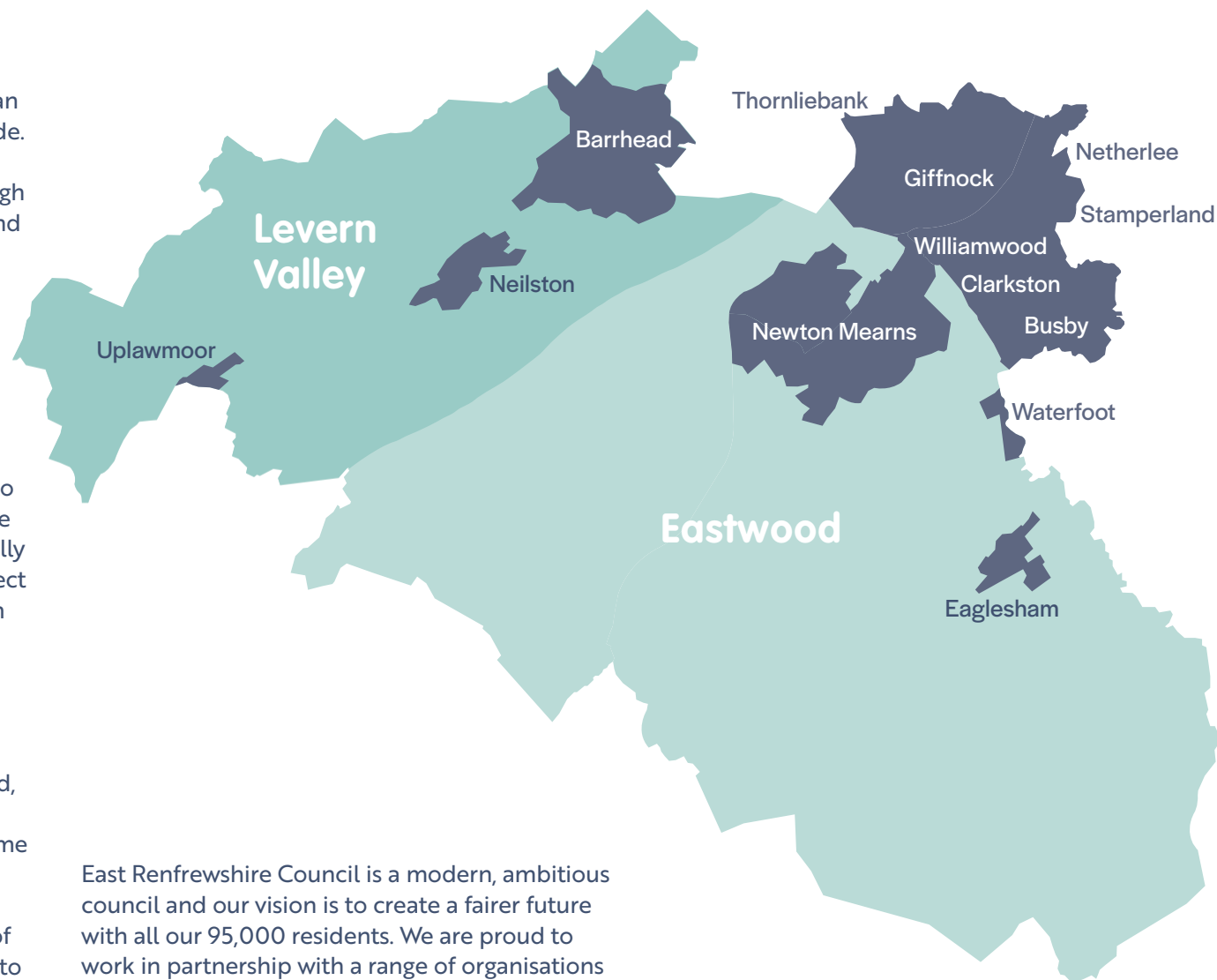
Trust

# About us

East Renfrewshire is part of the Glasgow City region and sits to the south of the city, with urban towns, rural villages and large areas of countryside. It is one of the most attractive places to live in Scotland, with a growing population drawn by high quality housing, excellent council-run schools and attractive green spaces.

East Renfrewshire faces great changes in its population in the coming years. We expect our population to increase at a rate more than twice the Scottish average, to have more elderly residents, to see an increase in life expectancy rates which are already amongst the highest in the country, and for the number of households to rise as more people live alone. East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country and we expect this trend to continue. The two age groups which are projected to grow the most are children and the over-85s.

Three-quarters of our residents live in the Eastwood side of the area and the remaining 25% in the Levern Valley which includes Barrhead, Neilston and Uplawmoor. Our area has some of the most affluent areas of Scotland as well as some of the most deprived, a legacy of an industrial past. There are seven data zones in Barrhead which are among the most deprived 20% parts of Scotland. We want every community in the area to benefit from the growth of our population and the successes of our schools. The lack of affordable housing in the area is a particular issue for us with very high demand for our council houses.



East Renfrewshire Council is a modern, ambitious council and our vision is to create a fairer future with all our 95,000 residents. We are proud to work in partnership with a range of organisations and communities towards a shared vision of making East Renfrewshire an attractive and thriving place to grow up, work, visit, raise a family and enjoy later life.



# About us

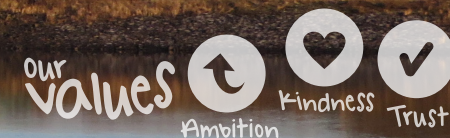
Strengthening “connections” within and between our communities and also between our services and their users will be key. Ensuring all our residents are able to enjoy healthy lifestyles and have access to green space, connected transport networks and the education and skills to adapt to significant changes in the jobs market continue to be crucial. Population growth must be considered in the context of community growth to ensure it benefits all residents. We, of course, remain committed to reducing inequalities within and between different parts of East Renfrewshire.

As with all areas of the country, the pandemic has had far-reaching impacts for our local communities. Our strong partnerships helped us support the most vulnerable through the last two years and we are working together now on shared priorities that will help us build back stronger. We are keenly aware of the pressures of the cost of living challenge and the impact on child poverty.

Addressing the impact of climate change will also be crucial to the future of the area. Our residents already have one of the highest recycling rates in Scotland and place value on tackling climate change.

As a top performing council, our reputation can only be maintained if we continue to develop and grow to meet the needs of our customers as well as improving the way we work internally. The pace and scale of change across the Council and the Health and Social Care Partnership (HSCP) remains significant. We are focused on making things easier for our customers, driving efficiencies, accessibility and modernisation through digital transformation.

**PEOPLE LIVING IN  
EAST RENFREWSHIRE EXPECT  
HIGH QUALITY COUNCIL SERVICES  
AND OUR VISION IS TO CREATE  
A FAIRER FUTURE WITH ALL.**



# About the department

Newly formed in January 2022, the Department of Business Operations & Partnerships provides a unique blend of frontline, strategic and support services and has a cross-council enabling role. We have about 300 staff and a budget of around £21M. Our key priorities include:

- **efficient, effective business operations;**
- **council-wide digital transformation; and**
- **effective community partnerships and strategy development.**

In terms of staff and budgets, business operations are the most significant part of the department. These include Human Resources; Payroll; ICT; Communications; Committee & Members' Services; Accounts Payable & Receivable; Council Tax; Benefits; Customer First; Emergency Planning; Best Value and Performance Management and business change/digital transformation.

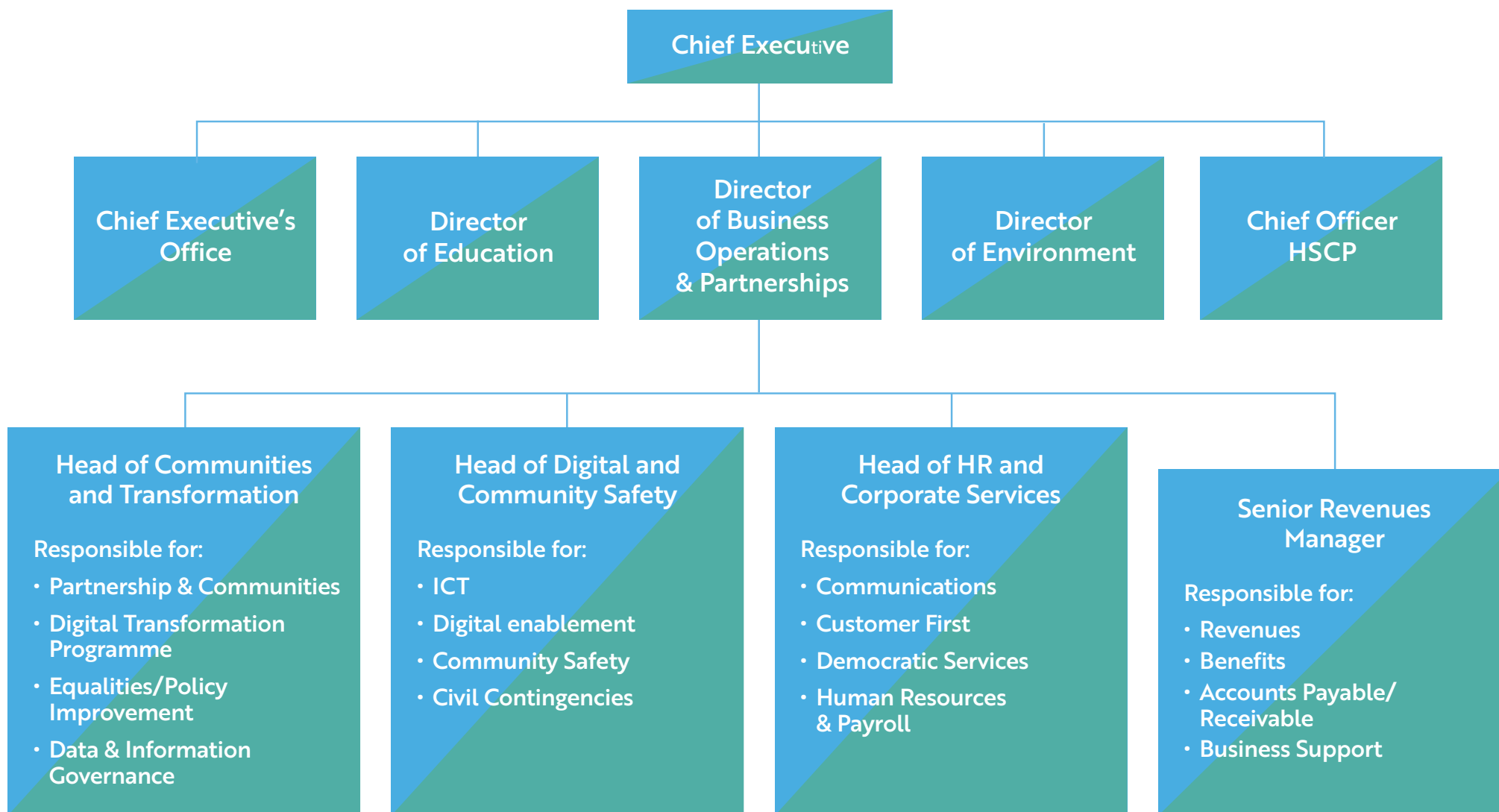
Key services include Money Advice & Rights; Registrars; Community Safety; Community Development including Young Persons' Services and Equalities.

The Department also delivers community, partnership and strategy development to ensure we take a long-term perspective in delivering the best possible future for East Renfrewshire. Our team, in conversation with a range of stakeholders, leads on future plans to improve our local communities through Community Planning; the long-term strategy for East Renfrewshire, Vision for the Future; participatory budgeting and community empowerment.

Throughout the pandemic, as well as leading the Council's Crisis Resilience Management Team (CRMT), the Department has also been responsible for Humanitarian support, including hardship payments and support to those isolating or shielding.



# Structure





# Job Description

## Principal Functions

To provide the leadership and strategic management for community, partnership and strategy development functions and digital transformation, in line with the Council's values of ambition, kindness and trust.

To drive and embed digital transformation and communities capabilities to ensure the Council's relentless focus on improving outcomes for customers and local residents.

## Main Duties

To be the Council's lead senior officer responsible for all services and activities within Communities and Digital Transformation Services.

Lead and manage the services to ensure they are efficient, effective, customer focused, accountable to all appropriate stakeholders, and deliver the Council's outcomes and targets.

Provide support to elected members in determining overall strategic objectives and priorities and provide them with advice and information.

## Communities & Strategic Insight

Lead the collaborative development of the Council's overall vision and strategy, working closely with the Chief Executive, Corporate Management Team, elected members and local communities, to develop a strong long-term strategic direction ('Vision for the Future') and ensure that this is embedded throughout the Council's strategic planning and performance framework.

Play a pivotal role in leading and co-ordinating the Community Planning process, including collaboration with partners, shaping of key overarching partnership strategies and the engagement process with communities to determine the right priorities and outcomes for East Renfrewshire.

Proactively build and maintain positive working relationships and partnerships with community partners, other public sector agencies and the private and voluntary sector.

Champion community engagement, empowerment and service design objectives across the organisation, maximising the benefits of engagement whilst minimising the overhead on local communities.

Embed a focus on the prevention of poor outcomes for our residents.

Build on the community plan, to ensure that the Council's strategy is ambitious, with a focus on digital transformation, poverty and climate change.

Lead on the implementation of key policies and strategies, including the Community Empowerment Act, the Council's approach to Community Learning and Development and equalities legislation and guidance including Fairer Scotland Duty.

## Corporate management

Develop the Council's approach to corporate and service/business planning which includes ensuring a focus on delivering outcomes and maintaining effective mechanisms for managing and reporting on performance.

Ensure effective arrangements are in place for measuring and delivering best value including preparing the Council for any best value audits by external bodies.

Oversee the delivery of strategic socio-economic and service data analysis, modelling and projections to inform strategic planning, support the delivery of strategic outcomes and efficiencies.

# Job Description

## Digital Transformation

Lead the development and implementation of the Council's digital transformation programme which will work across the organisation to modernise cross council business processes, fully utilising digital technologies to improve customer experience and workforce productivity.

Collaboratively embed the Council's strategy for digital transformation, with the Head of Digital & Community Safety, taking account of broader sectoral developments and engaging effectively with national approaches and in partnership and collaboration wherever relevant.

Responsible for development and implementation of the Council's strategic data strategy, including information and data governance, architecture, analytics and business intelligence.

Ensure programme management processes and governance arrangements are in place for overseeing implementation of digital transformation projects, including reporting to CMT and elected members on progress, ensuring implications and risks are understood.

Ensure that the Council's workforce has a good understanding of the future vision and transformation journey and that a focus on communities and digital transformation is embedded throughout Council services to ensure excellent customer focus, realisation of financial benefits and changes to working practices.

## Leadership & Management

Provide strong leadership corporately in respect of areas of responsibility and to the employees of the Communities and Digital Transformation services.

Build excellent working relationships and act as a trusted and reliable voice when working with other departments, services, elected members and partners.

Ensure that the operational management of the services is carried out to the highest standards of professional practice through the development, monitoring and effective management of services and employees.

Exercise the specific delegations of the post as laid down in the Council's Scheme of Delegated Functions and ensure strict compliance with Council Standing Orders and Financial Regulations.

To be conversant with all relevant legislation and specialist areas relating to the work of the services, such as employment practice, best value and community empowerment and apply equal opportunity practices in the workplace and in service delivery.

Provide strategic advice and guidance to the Corporate Management Team and Elected Members as required.

Build broad external relationships (e.g. other councils, Improvement Service, Scottish Government, Scottish Local Government Digital Office, partners, voluntary/third sector and communities) and ensure active research and engagement on best practice and benchmarking opportunities.

Create a culture of excellence in service delivery, team working and customer ethos by actively promoting our values to achieve our vision of a modern ambitious council creating a fairer future with all.

Provide effective arrangements to promote good employee relations, trade union partnership working, development of staff, Health & Safety and maintenance of professional standards.

Assist, as required, as part of the Council's Crisis Resilience response.

Take responsibility for individual continuous professional development commensurate with the role.

Undertake such other duties as the Council or Director may from time to time require.



# Person specification

ATTRIBUTES		ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
PROFESSIONAL/EDUCATIONAL QUALIFICATIONS				
Education to degree standard or equivalent.	✓		Documentary proof	
Recognised management or leadership accreditation.		✓		
RELEVANT WORK/OTHER EXPERIENCE				
Considerable experience of senior management in a large, complex organisation.	✓		Form/ Interview	
Proven track record in the management and co-ordination of human and financial resources.	✓			
Proven track record of promoting, leading and managing change across complex programmes of work within a multi-disciplinary setting.	✓			
Experience of achieving substantial customer service and efficiency benefits, including people and cultural change.	✓			
Substantial experience in the application of a corporate and partnership approach to the development and successful implementation of policies and strategic initiatives.	✓			
Experience of the implementation and operation of best value.	✓			
Considerable experience in development of effective partnerships with a range of internal and external stakeholders and partners, building vision and inspiring trust and confidence.	✓			
Demonstrable experience in leading and implementation of performance and planning processes.	✓			
Track record of establishing a positive performance and evaluation culture that drives up standards and performance.	✓			
Experience of community engagement and collaboration.	✓			
Thorough understanding of the workings of local government.		✓		

# Person specification

ATTRIBUTES	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
<b>SKILLS AND ABILITIES</b>			
A clear understanding of and commitment to corporate and partnership working.	✓		Form/ Interview
Ability to champion performance management, vision, strategy and best value in a large, complex organisation.	✓		
Ability to identify and pursue the potential of digital technologies to secure service improvement, customer focus and increase efficiency.	✓		
Ability to prioritise and manage the demands across a range of disciplines.	✓		
Solutions-focused and track record of strategic problem-solving.	✓		
Experience of the effective use of project and programme management.	✓		
Experience of successful delivery using agile project methodology.		✓	
Substantial experience of change management and realising benefits from change.	✓		
Highly developed written, verbal and numeracy skills.	✓		
Sound knowledge of budgetary control systems and procedures.	✓		
Ability to effectively manage large revenue budgets.	✓		
Sound negotiating skills.	✓		
Well-developed influencing skills.	✓		
Highly organised with an ability to provide clear, appropriate and unambiguous advice.	✓		
Ability to translate national policy direction and strategic objectives into practical local plans and action.	✓		
Accomplished analytical and decision making skills.	✓		
Excellent presentation skills.	✓		
Specific knowledge of current legislation, guidance and procedures relating to local government.		✓	
Experience of the Scottish Approach to Service Design.		✓	

# Person specification

ATTRIBUTES	ESSENTIAL	DESIRABLE
<b>LEADERSHIP COMPETENCIES</b>		
Inspires others to understand and buy into the organisational vision.	✓	
Leads a motivating performance culture that achieves improved outcomes.	✓	
Begins with the end in mind, focusing on solutions that move the Council forward.	✓	
Acts in a politically sensitive manner, showing respect for a diversity of opinions and needs.	✓	
Delivers professional impact through clear prioritisation, effective delegation and timeous delivery of strategic priorities.	✓	
Maintains a calm and positive attitude under pressure and during times of conflict.	✓	
Encourages and nurtures the development of others through a variety of approaches including coaching and mentoring and learning from mistakes.	✓	
Empowers others to be innovative and make decisions.	✓	
Seeks and responds to feedback from key stakeholders to drive service improvements.	✓	
Puts the customer at the heart of everything we do	✓	

Form/  
Interview

# Interview Timetable

In East Renfrewshire we are committed to delivering the best possible future for our residents, in partnership with other public sector partners and communities. We are an ambitious council dedicated to providing the best possible customer focused services to our residents.

As Head of Communities & Transformation, you will be a dynamic, strategic leader with a proven track record of delivery across a diverse portfolio. Driven by a relentless focus on improving outcomes for our customers and local residents, you will have a sound understanding of the power of communities and partnerships collaborating together to develop shared vision, optimised by data and strategic insight. You will have extensive experience of translating vision into practice, harnessing the potential of digital transformation to provide excellent customer experience, driving out efficiencies and improving workforce productivity.

An inspirational and forward thinking leader, you will have a proven flair for shaping change and leading people and you will have a crucial role in ensuring we continue to challenge ourselves to offer an excellent service to our residents.

## The planned recruitment timetable is:

<b>Closing Date</b>	<b>2 October</b>
<b>Shortleeting by Appointment Committee</b>	<b>13 October</b>
<b>Assessment Centre</b>	<b>27 October</b>
<b>Interview by Appointments Committee</b>	<b>7 November</b>

If you would like an informal discussion about the post, you can either contact Catriona Mackie, Aspen 0141 212 7555 or alternatively contact Louise Pringle, Director of Business Operations & Partnerships on 0141 577 3136.



# Terms & Conditions Summary

## Pension Scheme

Employees with a contract of employment for 3 months or more are automatically included in our Local Government Pension Scheme which is a career average scheme. Pension contribution rates are based on a tiered system determined by your annual full time equivalent pensionable pay. For example for those earning up to and including £21,800 the contribution rate you pay is 5.5% of your salary. The council pays the rest of the cost of providing your benefits. This amount varies but it's always enough to make sure your pension can be paid and will be at least 19.3% of your pay.

In addition you get tax relief on your contributions - the tax you pay on your salary is calculated after your pension contributions are deducted.

Other main pension benefits include a pension that increases each year in line with price inflation and the ability to exchange some of your pension to provide a tax free lump sum. Further details can be found in the attached document General Information for Applicants or via the Strathclyde Pension Fund website [www.spfo.org.uk](http://www.spfo.org.uk).

## Hybrid working

Depending upon the needs of the service, staff in Hybrid roles will typically work from home for up to 40-60% of the time where the needs of the service can still be met.

## Recruitment Communication

As you are applying for this post on-line you will receive an automatic e-mail receipt once you have submitted your form.

You should also note that all communication will be sent electronically to the email address you provide on your form. This can include the following:

Email notification advising of outcome of shortlisting

- Invite to interview email
- Conditional offer email
- Full employment contract

Given the nature of the above correspondence you should ensure that the email address you provide is secure and relevant (i.e. not public or work related if possible)

## Disability Confident

If a disabled applicant can clearly show in their application that they meet the essential criteria for the job (as shown in the person specification) they will be given the opportunity to demonstrate their abilities at interview.

## Equalities

East Renfrewshire Council is committed to encouraging equality, diversity and inclusion among our workforce, and eliminating unlawful discrimination.

Our aim is for our workforce to be truly representative of all sections of society and our customers, and for each employee to feel respected and able to give their best.

We offer a range of family friendly, inclusive employment policies, and employee benefits to support staff from different backgrounds.

East Renfrewshire Council has committed to implement the key recommendations of the Scottish Parliament's Equalities and Human Rights Committee's Race Equality, Employment and Skills: Making Progress report.

More details on terms and conditions can be found in Appendix 3: General Information for Applicants.

# Useful Documents

[Council website](#)

[Vision For The Future \(under review\)](#)

[Strategic Planning report](#)

[Our Programmes & Plans](#)

(including: Outcome Delivery Plan, Digital Transformation Programme & Planning for the Future)

[Our Performance](#)

(including Equality, Diversity & Human Rights)

[Department of Business Operations & Partnerships' End Year Performance 2021/22](#)

[Covid-19 Impact report](#)