

**Are you an inspirational technology leader  
committed to driving digitally enabled  
business transformation?**

## Head of ICT & Resilience

Job Reference: ERN04526

Salary: £92,742



## Recruitment Pack



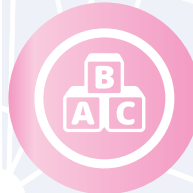
[www.eastrenfrewshire.gov.uk](http://www.eastrenfrewshire.gov.uk)



# 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 three 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 just under 300 staff (c.48FTE in ICT) and a revenue budget of around £20.9M (£4.3M for ICT plus Capital).

- **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.

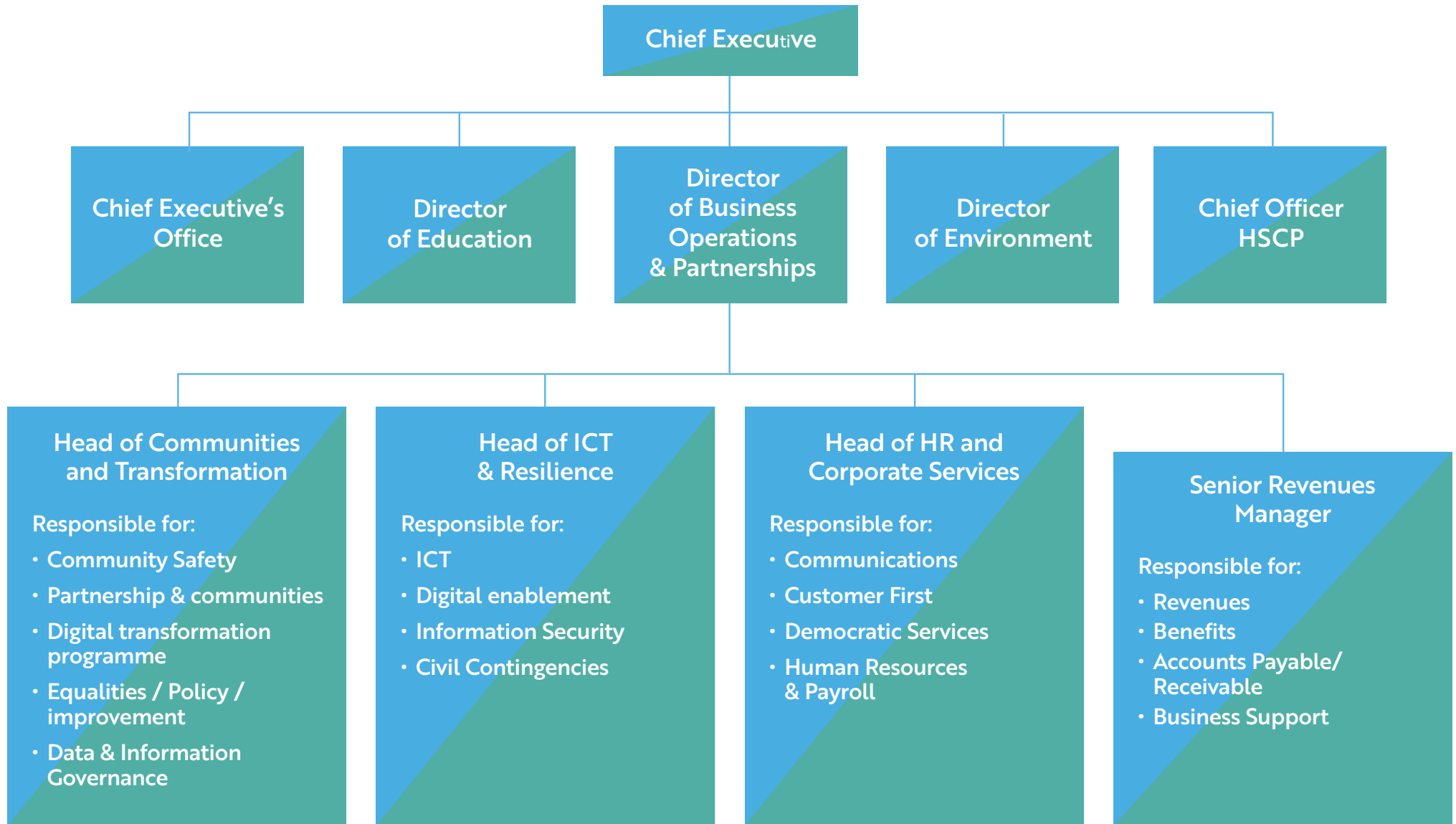
Key services include Money Advice & Rights; Registrars; Community Safety; Community Development including Young Persons' Services and Equalities.

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

### **Leadership and Strategic Management:**

Responsible for providing leadership and strategic management for the Council's information and technology functions. Provide a clear vision for digitally enabled business transformation and ensure that ICT initiatives align with the Council's values of ambition, kindness, and trust. This includes setting goals, establishing priorities, and driving innovation to achieve the desired outcomes.

### **ICT Strategy Development and Implementation:**

Drive and embed the Council's Information and Communication Technology (ICT) strategy. Responsible for developing and executing the ICT strategy, ensuring that it supports the Council's objectives for digital transformation and modernisation. This involves providing leadership for ICT services across the Council, ensuring reliable, secure, and customer-focused services are delivered.

**Resilience and Continuity Planning:** Lead senior officer responsible for East Renfrewshire's engagement with the Civil Contingencies shared service and coordination of Civil Contingencies and business continuity planning and preparation activities across the Council. Accountable for ensuring that the Council has robust plans and procedures in place to respond to emergencies, crises and disruptions. This includes coordinating efforts with Council departments and the Health & Social Care Partnership and East Renfrewshire Culture & Leisure Trust, to ensure a cohesive and coordinated approach to resilience and business continuity.

## MAIN DUTIES

Be the Council's lead officer responsible for all services and activities within ICT and Resilience, providing leadership and strategic management for the Council's information and technology functions, driving the implementation of the ICT strategy, and overseeing resilience and business continuity planning across the Council.

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 Council departments and elected members in determining overall strategic objectives and priorities and provide them with advice and information.

### **Strategy & Delivery**

Lead the development and maintenance of flexible and fit for purpose ICT solutions within the Council that demonstrate reliability, security, and compatibility with a Public Services Network (PSN) environment, while upholding a robust IT architecture.

Develop and execute the ICT strategy and roadmap, aligning it with the Council's strategic objectives and driving digital transformation, innovation and service excellence.

Ensure the continued professional development of the Service's staff and skillset, fostering an empowering, enterprising, learning-oriented

culture that meets service requirements, attracts and retains top talent, and encourages a culture of continuous improvement.

Establish mechanisms to track and measure the benefits and outcomes of ICT initiatives, ensuring they align with strategic objectives and deliver tangible value to the Council and its stakeholders.

Maintain and advance the Council's enterprise architecture approach, applying its principles and standards to seamlessly integrate all future ICT developments across the organisation.

Establish and maintain standards and policies for effective and secure use of ICT and information in the Council, taking account of all relevant statutory obligation and risks including information security.

Ensure effective strategic management and direction of ICT resources as the service transitions to a commoditised approach to service provision, leveraging a mixed economy of in-house and externally hosted services.

Ensure the effective and efficient delivery of a responsive and streamlined operational ICT service, employing an appropriate combination of internal and external resources, while ensuring the integrity, dependability and security of the ICT systems and the Council's information assets.

# Job Description

Oversee vendor relationships and contracts related to ICT services, ensuring effective procurement processes, contract negotiations, and vendor performance management to drive value for the Council.

Managing performance measurement frameworks to assess the effectiveness and efficiency of ICT services and provide regular reports and updates to senior management and stakeholders. Regularly review and refine processes to enhance efficiency, effectiveness, and service delivery.

Hold responsibility for cyber security and ICT compliance, overseeing the selection and maintenance of software and hardware, ensuring adherence to system protocols and governance to safeguard the Council's data, ICT infrastructure, networks and digital interfaces.

Foster collaborations and partnerships with external organisations, industry experts, and other local authorities to share best practices, leverage knowledge, and enhance the Council's ICT capabilities.

Champion a customer-centric ethos and cultivate strong relationships with Council departments and services.

Engage stakeholders in strategic decision-making processes, gather feedback, and ensure effective communication to manage expectations and foster collaboration.

Identify strategic and operational risks to the ICT service and put in place appropriate mitigation plans to manage them, including adequate business continuity and disaster recovery plans.

Guide and monitor the planning and preparation required for the Council to meet its obligations under the Civil Contingencies Act (2004).

Take a proactive role in leading and monitoring the Council's approach to business continuity planning, providing a framework, guidance and timelines for services to follow.

Develop and implement quality assurance processes and frameworks to ensure adherence to industry standards, regulatory requirements, and internal policies. Conduct regular audits and assessments to verify compliance and address any gaps or risks.

## Digital Transformation

Provide strategic advice to the Council on the development and delivery of the Council's digital transformation vision and its impact on services ensuring alignment with overall organisation objectives.

Collaborate as part of a team to foster innovation and drive change, shaping the vision and developing and implementing proposals through the Council's Digital Transformation Programme. Exploit the potential of technology to modernise operations deliver efficiencies and generate cost savings for the Council.

Actively engage with the national ICT agenda, identifying and pursuing opportunities that will benefit and position East Renfrewshire Council at the forefront of ICT practice and innovation, while also promoting knowledge sharing with relevant stakeholders.

Develop and deliver a portfolio of ICT enabled business change projects and programmes across the Council, ensuring successful delivery and benefit realisation.

Demonstrate the value of technology in achieving business objectives, defining strategies and validating business needs. Exploring emerging opportunities and envisioning the "art of the possible", assessing implications on services and relevant stakeholders.



# Job Description

## Leadership and Management

Foster and cultivate strong working relationships acting as a trusted and dependable liaison when working and collaborating with other departments, services, elected members and partners.

Ensure the operational management of ICT services adheres to the highest standards of professional practice through the development, monitoring and effective management of services and employees.

Execute the specific delegations outlined in the Council's Scheme of Delegated Functions, maintaining strict compliance with Council Standing Orders and Financial Regulations.

Effectively manage demand and expectations in line with resource availability, prioritising demand through resource planning using the appropriate governance to aid decision making and transparency.

Develop comprehensive budget plans and manage effective financial control and input into Department's budget planning. This includes preparation of capital bids and engaging in future planning for capital and revenue expenditure.

Maintain comprehensive knowledge of all relevant legislation and specialist areas relating to the work of the services, including employment practice and best value, while ensuring the application of equal opportunity practices in both the workplace and in service delivery.

Provide strategic advice and guidance to the Corporate Management Team and elected members as required.

Cultivate a culture of excellence in service delivery, teamwork and customer centric ethos, actively promoting the Council's values to realise the vision of "a modern ambitious Council creating a fairer future with all".

Undertake through active research and engage in benchmarking to identify and adopt best practice.

Assist, as necessary, in the Council's Crisis Resilience response.

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

Demonstrate personal accountability by engaging in 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
<b>PROFESSIONAL/EDUCATIONAL QUALIFICATIONS</b>			
Education to degree standard or equivalent in relevant discipline.	✓		Documentary proof
Recognised management or leadership accreditation.		✓	
<b>RELEVANT WORK/OTHER EXPERIENCE</b>			
Considerable experience of senior management within an ICT or technology environment in a large, complex organisation.	✓		Form/ Interview
Proven track record in the management and co-ordination of human and financial resources at a senior management level.	✓		
Management of organisation-wide system stability and security – cyber resilience, etc.	✓		
Experience of complex contract management, preferably ICT or technology contracts.	✓		
Proven track record of promoting, leading and managing operational and organisational change across complex programmes of work within a multi-disciplinary setting.	✓		
Experience of developing and implementing strategic plans within a large and complex organisation.	✓		
Experience of achieving substantial customer service and efficiency benefits, including people and cultural change that has successfully improved services to modernise ways of working and enhance customer experience.	✓		
Substantial experience in the application of a corporate and partnership approach to the development and successful implementation of policies and strategic initiatives.	✓		
Considerable experience in development of effective partnerships with a range of internal and external stakeholders and partners, building vision and inspiring trust and confidence.	✓		
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 & capital 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.	✓		Form/ Interview
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.	✓		



# 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 ICT and Resilience, you will be a dynamic, strategic, collaborative leader with a proven track record of delivery in the fields of ICT and digital transformation. With a strong vision and driven by a relentless focus on improving outcomes for our internal customers and local residents, you will have a sound understanding of ICT technology, contract management and procurement and the importance of business continuity and resilience. You will have extensive experience of developing flexible, modern ICT solutions, with a focus on efficient enterprise architecture and cyber and information security. You will be skilled in fostering an empowering, enterprising, learning culture to meet business needs and recruit and retain talent. As 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.

## The planned recruitment timetable is:

<b>Closing Date</b>	<b>13 August</b>
<b>Shortleeting by Appointment Committee</b>	<b>22 or 23 August</b>
<b>Assessment Centre</b>	<b>31 August</b>
<b>Interview by Appointments Committee</b>	<b>12 September</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 at [louise.pringle@eastrenfrewshire.gov.uk](mailto:louise.pringle@eastrenfrewshire.gov.uk)

# 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](#)

## [Our Programmes & Plans](#)

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

## [Update on Digital Transformation 2022/23](#)

## [Corporate Asset Management Plan](#)

## [ICT Asset Management Plan](#)

(N.B. this is currently being updated, but useful as background)

## [Capital Programme Update](#)

## [Civil Contingencies Service](#)

(N.B. we operate in a 4-council partnership for civil contingencies so link for CCS will take you to a Renfrewshire Council webpage as they are the host council)

## [Business Continuity](#)

## [Our Performance](#)

(including Equality, Diversity & Human Rights)

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