

# **Harrow Council Senior Management Restructure**

## **Consultation Pack**

**April 2015**

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Dear Colleague

As you know the Administration has asked me to review the Council's senior management structure and this document describes my draft proposals on which I would like your views.

The purpose of the changes are to put in place a new senior management structure that will enable us to better meet the significant challenges we face and maximise the opportunities that are available to the organisation.

My time at the Local Government Association has given me an opportunity to visit many other Councils and get a strong insight into how the sector will need to develop in the years ahead. I have drawn on this experience in taking a look at what arrangements I think Harrow needs to put in place in order to be successful in the coming years. The new structure that I am proposing will rightly reduce senior management costs given the £83m financial challenge we face up to 2018/19 but in my view will also enable us to more effectively deliver the Councils priorities and opportunities that lie ahead.

The Council has already had to make significant budget reductions, which have resulted in some very difficult political decisions. However, we are still only half way through the cuts programme which is forecast to continue up until at least 2018/2019. With that in mind it is calculated that these proposals will reduce senior management revenue costs by some £4m over the next 4 years.

Despite these financial challenges (which I do not underestimate) there are also opportunities which we must do all we can to seize. Commercialisation and Regeneration are two areas the Administration have quite rightly asked me to focus on. In the case of the former, it is important the Council does not just look at reducing its costs but also seeks to identify and maximise any opportunities from new income streams that can compensate for the cuts in our grant income. This will require not only structural but cultural changes which I have referred to later in this document.

In the case of the latter, the wider economic recovery also presents us with an enormous Regeneration opportunity which can bring in much needed external investment into the Borough in the form of additional housing, new businesses to provide improved job opportunities and new social and community infrastructure. This work can make a real difference to our residents' quality of life and life chances. It is therefore important we do our best to seize this opportunity.

The scale of the financial challenges and the Regeneration opportunity can only be successfully tackled if we work with our residents and involve them every step of the way. I am therefore also looking for this restructure to deliver a step change in the way we engage with and involve local people in what we do.

To tackle these significant challenges and maximise the opportunities available my proposed restructure covers more than just Corporate Directors but the wider senior management structure.

I recognise any changes can be disruptive and may, in some respects, adversely affect morale but I believe the proposals and action I am taking are in the best interests of the council and our residents, though as I have said I would clearly wish to hear any views you have on them.

The following pages describe, in more detail, the restructures proposals, rationale for the changes, and the process for moving from the current structure to the new.

The consultation period for the proposed structure will commence on 15<sup>th</sup> April 2015 and I will present my proposals to Cabinet for information on the 23<sup>rd</sup> April 2015. I will meet to discuss the proposals further with all Senior Managers on Wednesday 29<sup>th</sup> April where you can raise, with me, any questions about the proposals. I have also made diary space available to meet with individuals, so if you want to discuss any issues with me on a one-to-one basis, please contact Sheron Laughlin on extension 8447, who will make the necessary arrangements. Alternatively, I am very happy to receive any written comments/feedback during the consultation process.

All Councillors and recognised trade unions are being consulted on my proposals. I am also obviously happy to discuss these with Scrutiny should they wish. The consultation pack will be available on the hub so that all staff are aware of the proposals. The consultation will close on 20<sup>th</sup> May. I will feedback to Senior Managers the responses to the consultation on 27<sup>th</sup> May and I will take my final proposals to Cabinet on 17<sup>th</sup> June 2015, including any feedback from the Consultation process.

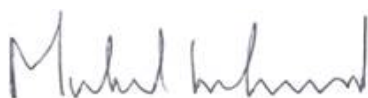
Responses to this consultation can be made either directly to me or via your trade union.

I confirm the timetable for this consultation exercise is:

- 15<sup>th</sup> April 2015 - Consultation commences with issue of Consultation Pack.
- 23<sup>rd</sup> April 2015 - Report to Cabinet for information.
- 29<sup>th</sup> April 2015 - Meeting with Senior Managers to discuss proposals (Start - 9.30am).
- 20<sup>th</sup> May 2015 - Closing date for responses to consultation.
- 27<sup>th</sup> May 2015 - Meeting with Senior Managers to feedback following consultation (Start - 9.30am).
- 17<sup>th</sup> June 2015 - Report to Cabinet seeking approval for restructure.

You will be aware that further information, guidance and support is available from Jon Turner, Divisional Director of Human Resources and Organisational Development. Confidential support and advice is also available from the Council's Employee Assistance Programme.

Yours sincerely,



Michael Lockwood  
**Chief Executive**

## 1. Current structure

1.1 The current senior management structure was put in place in November 2011. This restructure delivered a new:-

- (i) Environment and Enterprise Directorate which brought together our Planning and Regeneration Services with our Environmental Services.
- (ii) Community Health and Wellbeing Directorate which brought together our previous Adults and Housing Directorate with Public Health and Community and Cultural Services; and
- (iii) Resources Directorate which merged the previous Chief Executives Department, Corporate Finance and Legal and Governance Services.

The Children's and Families Directorate remained unchanged.

1.2 Once this structure was completed the new Corporate Directors were tasked with restructuring their own areas and delivering a reduction in senior management revenue costs saving some £1m per annum.

1.3 This current Senior Management Structure is at **Appendix 1**.

## 2. Rationale for restructuring

2.1 Greater clarity has now emerged about the challenges and opportunities that the Council must address in the next five years. This restructure it is hoped will enable us to successfully tackle these challenges. Financially the Council, along with the rest of Local Government must make further significant cuts, if it is to meet the budget gaps left by reductions in Government funding and the additional pressures on our expenditure from issues such as an ageing population, more children coming into our care etc. This funding gap is currently estimated at some £83m up to 2018/19. It is therefore right that these proposals will further reduce our senior management revenue costs by some £4m over the next 4 years in addition to the reductions described in paragraph 1 above.

2.2 It is also important to recognise that Harrow, like many other Councils, has been delivering year on year reductions from its budgets going back to 2007. As a result many of the obvious savings opportunities have been identified. Buildings have been consolidated, systems and processes reviewed, staff terms and conditions changed etc. Indeed every service has played a major role in responding to the challenges to date with to the credit of the Council many examples of improved services despite the budget reductions.

- 2.3 However, going forward services will have to be changed and more innovative models of service delivery required. My proposals place a greater emphasis on the role of good commissioning and I am recommending a **coordinated commissioning** arrangement across the council through a new commissioning network, to support the Corporate Management Team. I am expecting a set of plans for each major service area to be in place by the end of the calendar year that provide a clear direction for the delivery of services up to 2018/19. The development of these plans and the output of them will be a major focus for the new Corporate Management Team.
- 2.4 Simply reducing costs will not be sufficient to meet these challenges and would miss the opportunity that the Council has to earn additional income. I am therefore looking for this new structure to put more emphasis on the development and exploitation of **commercial/business opportunities** across the organisation. This may involve the provision of services to other public/private bodies, investing in asset opportunities or identifying areas where the council can provide new services to residents/businesses. I have also made significant attempts since starting at Harrow to progress shared service opportunities with other Councils which my proposed structure should be able to build on.
- 2.5 As well as being more commercial there is a great opportunity to bring significant external investment into the Borough to contribute to the **physical, social and economic regeneration of Harrow**. This will result in the building of much needed new housing, businesses to provide important new job opportunities and new social and community infrastructure. The Council has already identified a number of important strategic sites to progress these proposals including discussions as to whether the Council should move from its current Civic Centre site for redevelopment. The Government financially incentivises us to progress these ideas through the New Homes Bonus and Business Rates Retention Scheme. The recovery of the wider economy makes these ambitions more achievable, and gives us the opportunity to make improvements to the Borough that will enhance the quality of life for everybody. Putting us in a position to further our ambitions and provide momentum to these ideas is a fundamental aim of these restructuring proposals.
- 2.6 The **Council's reputation** with its Residents must also be improved and will be the ultimate test of our success in the years ahead. When satisfaction was last tested in March 2014 only 43% of residents were satisfied with the Council's performance. This was the lowest score in the seven years that satisfaction has been measured in this way. Specifically, residents felt that they were not able to influence decisions affecting their area and as a consequence do not believe that the Council acts on their concerns. Tackling these views is central to our own administration's desire to improve the way we engage and involve residents and service users in shaping, delivering and

holding our services to account. I am therefore looking through this restructure for a step change in how we engage with and involve local people in what we do.

- 2.7 We must also work together to improve staff morale, which remains a challenge. The backdrop of low or non-existent pay rises and job cuts has clearly played its part and many areas of the Council have been through major restructuring recently. Harrow has very loyal and hard-working staff, who have shown enormous resilience in recent years. However we must build a workforce that is skilled and motivated to deliver our plans ahead. The CREATE values have served us well for a number of years but I am keen as part of these restructuring proposals to work with staff to build some **new cultural values** that will underpin everything that we do but will also reflect the times and new challenges we now face.
- 2.8 There is a need to embed a culture that encourages innovation, creativity and calculated risk taking and for us to become a more **entrepreneurial and 'business-like' Council** to reflect our greater emphasis on commercialisation. Many innovations and ideas come from our front-line staff and we should develop a culture that encourages them to come forward with new ideas.
- 2.9 As well as changing our organisational structure I will also be requiring our senior managers to be more **effective leaders** and this is reflected in the draft job description at **Appendix 7**. The new management team should provide seamless and consistent leadership to the whole organisation. Specifically, they must;
- Work across Directorate and organisational boundaries in a cross-cutting and collaborative way seeing the links and synergies and putting the interests of the Council first.
  - Have a clear view of the future and be good communicators.
  - Be visible leaders who are good listeners.
  - Involve staff in what they do and gain their confidence and respect. Good staff engagement is critical at this time.
  - Encourage calculated risk taking and innovation. Incremental change will not be enough.
  - Maintain the organisation's standards and values, modelling the positive leadership behaviours we need.
  - Show compassion and empathy. They must say sorry when they get things wrong and thank-you when an individual has performed well; and
  - Show good partnership skills. Our problems cannot be solved by us working in isolation. Partners can bring skills, expertise, experience and knowledge we haven't got. It is about collaborative leadership skills.

- 2.10 My expectations of the new management team will be very high and to support this I am keen that to underpin my proposed structural changes we will put in place a leadership programme to develop these skills. There will be support for each individual to grow and develop but importantly, there will also be zero tolerance of behaviours which do not support the organisation's cultural values.
- 2.11 Given the scale of the challenge ahead and the timeframes within which I am expecting senior managers to deliver, I am consulting on proposals here that affect Directors, Divisional Directors, some Heads of Service as well as Corporate Directors. I am keen as far as possible for this to be a 'one off' restructure that will provide the Council with the managerial leadership it needs up to 2018.
- 2.12 I have also discussed my proposals with the Leader of the Council and Portfolio Holders who have indicated their support in principle subject to this consultation. I have also made myself available to all members of Corporate Leadership Group and I am grateful to those that I have met for their advice before writing this report.

### **3. Proposed structure**

- 3.1 My proposed Senior Management Structure is at Appendix 2. The proposals reduce the number of Corporate Directors from 4 to 3 and 3 Divisional Directors and 2 Heads of Service posts are also deleted. It is calculated these proposals will reduce senior management revenue costs by some £4m over the next 4 years. The key changes proposed are set out below:

#### **(A) Corporate Director – People**

- i. My proposal merges the existing Directorate of Children and Families with some of the Divisions in the existing Directorate of Community, Health and Wellbeing to create a new Directorate of "People Services" (see Appendix 3). It is an increasingly common feature to merge Children and Adults Services. Within London, to date, seven other London Boroughs have already undertaken this approach and, given the service benefits and financial savings, I believe this is the most appropriate direction for the Council. I am also proposing that the new Corporate Director would also be the statutory Director for Children's Services.



- ii. The new Directorate will include the existing functions of Adult Social Care and Public Health from the Community, Health & Wellbeing Directorate. I am proposing that Housing and elements of Community and Cultural Services will move into the new Directorate of Community Services (see later).
  
- iii. The proposed merging of the Divisional Director roles for Special Educational Needs (SEN) and Education and Commissioning will deliver a seamless service, which better meets the needs of Harrow's children and young people ranging from those who are most vulnerable and in need of significant support to those who are more able and require challenge to realise their full potential. I also believe it will provide a single point of contact for schools and deliver a strategic advantage to the way in which our work with partners is carried out.
  
- iv. The new post of Divisional Director Education Services will bring together specialist services such as the educational psychology service, services for children with sensory impairment and the SEN assessment and review teams with more universal services such as Harrow's school improvement service (HSIP) and the strategic functions of school place planning, school admissions, early years and services for the 16-25 year group. I also hope these proposals lend themselves to the further development of our HSIP offer to a wider range of schools.
  
- v. My new structure will provide schools, colleges and other educational provision with more effective challenge and ensure that the Council plays an important part in supporting the work of our schools to continue to provide the excellent standards of education achieved across the borough. It will also ensure that the Council delivers on its statutory responsibilities in supporting schools in challenging circumstances, promoting educational excellence throughout the system and in providing support for those individual children across the age range that require it.
  
- vi. I am also proposing that responsibility for delivery of the Schools Capital Programme will move to the new Community Directorate as it more naturally sits alongside the procurement and management of major contracts for other building works. The decision is subject to the result of a feasibility study assessing the benefits of setting up of a single Council-wide Construction Delivery Unit where this work can be brought together with all Council wide building activity (see para 4.3).



- vii. My proposed structure will also support the creation of a single commissioning service across Adults, Children and Public Health services which it is hoped will deliver both efficiencies and improved services to our residents. The vacant post of Head of Commissioning and Partnerships will be deleted and the Director of Adult Services (who will be the Statutory Officer for Adult Services) will lead on the development of a new strategy and commissioning function that will help to deliver a more agile and flexible approach leading to improved contract management expertise and improved decision-making. These improvements will lead to services provided through lower cost delivery options, increased self service and greater choice. By breaking down divisional barriers it will make it easier for residents to engage with the Council in these important service areas. The commissioning service would be part of the **coordinated Commissioning Network** and work closely with the Divisional Director of Strategic Commissioning, to ensure improved and more effective commissioning across the Council and with our partners.
- viii. I believe the bringing together of these three important functions e.g. Adults, Children and Public Health Services will provide economies of scale and a greater opportunity to develop areas such as demand management, service user insight and wider personalisation. The single commissioning function will also make the Council more commercially minded and give Councillors and Officers better information and business intelligence about where changes and efficiencies can be made to ensure our resources are focussed on protecting front line services in these important areas.
- ix. Through these restructuring proposals my intention is to create a single life-long service for children and adults with disability, which will improve the offer to some of our most vulnerable groups. I believe the proposed changes hold the very real prospect of vastly improved transitions between Children's and Adults Services and stronger links with other important services such as mental health services. The strengths developed within Adults Services relating to personalised budgets would be maximised across a greater number of residents, especially our younger residents and provide for more effective and focussed early intervention, greater choice and support the personalisation agenda.
- x. I also believe the services which currently exist separately in Children's and Adults Services would become more joined up and provide a better experience for our young people at the point of transition to adulthood. Convergent approaches across the existing services would facilitate more effective commissioning and negotiation, together with the NHS

and other partner organisations with greater opportunity for market development of services available to children and adults with disability.

- xi. The posts of Divisional Director Early Intervention Services and Divisional Director Targeted Services have already been deleted and replaced by a single post of Divisional Director Children and Young People. The new postholder has been appointed and will start in July.
- xii. I am proposing the post of Head of Transformation, which is currently filled through a secondment will be deleted and the Business Support Function which was reporting to this position on an interim basis will be transferred to the Resources & Commercial Directorate (see (c)vi).
- xiii. In summary, I believe there are clear service benefits by bringing together Children, Adults & Public Health Services into a single Directorate. Specifically:
  - It will provide a clearer and stronger role of 'People's Champion' in the organisation by introducing a single voice for People's services.
  - It will provide a shared view of the needs of citizens through a 'life course' approach to the services they require.
  - It will significantly improve transitions between Children and Adults Services, Mental Health, Drugs and Alcohol Services, Domestic Violence to the benefit of the individuals concerned.
  - By joining up Adults, Children and Public Health it will provide a more effective commissioning service, and a stronger negotiating position with health and other partners. It will also provide a major opportunity to improve the wider commissioning network. In the case of the former it is important we develop a more co-ordinated relationship with our Health partners. Our Integrated Care Pilot work has demonstrated the benefit of getting that relationship right which has the potential to not only save significant amounts of money but more importantly develop a more patient-centric approach to care.
  - It will provide convergent approaches to crucial functions such as safeguarding and disabilities; and
  - It will better support an overarching approach to health inequalities and wellbeing.

Underpinning all this is the opportunity to:-

- Create a leaner and more efficient Directorate.
- Rationalise the number of partnership boards.
- Develop a better commercialisation offer across the services:  
and
- Improve the resilience of some of the services provided.

## **(B) Corporate Director – Community**

- (i) This post will lead a new Directorate that will bring together Environment, Housing and parts of Community & Cultural Services as well as responsibility for delivery of the Schools Capital Programme (subject to the review at para 3.4) to form a new Directorate of Community Services (see Appendix 4).
- (ii) Given the scale of the opportunity that lies ahead for attracting inward investment, I am proposing that the areas of Regeneration and Planning will report directly to myself. I am also proposing the current post of Head of Economic Development will report to the Divisional Director of Regeneration & Planning (see D below).
- (iii) As the scale of the Council's responsibilities for Community and Cultural Services are reduced I am proposing to delete the post of Divisional Director of Community and Culture and merge responsibilities for parts of these functions with those of Environmental Services. As part of this consultation I would like your views on whether this is the best place to locate these services within this Directorate.
- (iv) I will also be looking for the role of Divisional Director of Commissioning to play a major role in developing the future direction of the service and to work as part of the **new Commissioning Network** to feed into the Corporate Management Team as proposals develop.
- (v) I believe there are a number of service benefits by bringing together a Directorate that can provide a more holistic approach to our Community Services. Specifically, I believe:
  - It will build on and further develop the obvious synergies between the universal services we provide and valued by our residents.

- It will provide a more holistic approach to the services that form the fabric of our community e.g. public realm, housing, leisure & culture.
- It will lead on the Administration's proposal to recalibrate our relationship with residents by developing plans in their service areas which will encourage greater citizenship/social responsibility.
- It will lead on developing innovative ideas as to how we can work better and more effectively with our partners in the voluntary sector.
- It is hoped our more holistic approach to community services will improve the quality of life of our residents which in turn should help improve our resident satisfaction with these important Council services.

### (C) Corporate Director - Resources & Commercial

- (i) The title of the Directorate has changed to reflect the greater emphasis and importance that **commercialisation** must play in the future.
- (ii) The Directorate will largely contain the current functions that are within the Resources Directorate. However, **savings are made at the Director level** as the post of Director Legal & Governance is now only 0.6 FTE as the post is shared with Buckinghamshire County Council. The post of Director Customer Services & IT is now only 0.6 FTE, the post holder having reduced their hours through flexible retirement. These two part time posts therefore save the Council 0.8 FTE. at Director level. In the medium term I expect to make additional savings following the departure of the Director of Finance & Assurance (see v below) and when the Director of Customer Services & IT retires I will consider whether we need to replace this post.
- (iii) I have given further consideration to merging functions and reducing the span of control of the Corporate Director. However there a number of different professions that are in the Resources Directorate and I believe that these each need to continue to have **senior level ownership and sponsorship** and to be led by suitably senior people. As described above I am however looking to achieve this whilst at the same time delivering savings at a senior level.
- (iv) In Legal and Governance I am looking for the postholder to continue to be focused on the expansion of the shared service and the development of new income streams through the Alternative Business

Structure that is HB Public Law Ltd. There is **considerable commercial and financial gain** for Harrow in doing this and I want this to be the focus of the Director.

- (v) In Finance & Assurance the current Director is leaving the Council and I am therefore considering options to create a **new S151 Officer** role, which could be filled from within existing staffing and enable additional savings to be made. The new S151 Officer role would lead the Finance Division with Internal Audit, Anti Fraud and Emergency Planning being managed elsewhere within Resources.
- (vi) In Customer Services & IT it is critical our transition to the new IT provider is successfully concluded. I am proposing to include **Business Support** within this Division. This has previously been reporting to the Head of Transformation on an interim basis (see Appendix 5). In doing that I am keen that a fundamental review of Business Support is undertaken as soon as possible to report back to me on what is working/lessons learnt and proposed next steps. It is critical this review is undertaken with the full involvement and advice of staff in Business Support.
- (vii) The Directorate will oversee and co-ordinate all commercial activity across the Council working closely with all Corporate Directors. Specifically, in Commercial, Contracts & Procurement, looking for the immediate development of a 3 year Commercial Strategy which will highlight amongst other things the Councils current commercial activity and set out clear proposals with costings of an action plan for the next 3 years. Depending on the scale of the opportunity and with the agreement of the Administration I would be happy to consider investing further resources in this area where the right business case is made. It is critical this is a whole Council approach and it will require us to be more commercial in our outlook and take a different approach to risk. It is hoped the changes to our cultural values will underpin this.
- (viii) I am also looking for the Commercial, Contracts & Procurement Division to develop proposals to lead a **shared service** on behalf of a number of Councils. This Division must continue to more than cover its costs and I will be expecting it to produce an annual report to Cabinet to demonstrate that.

- (ix) The Administration has also made clear to me their desire to make a step change in our approach to **community engagement**. As part of this work I am proposing that the Community Cohesion function from the Community and Culture Division becomes part of this Directorate. With the challenges and opportunities ahead we must take local people with us and engage them in the decisions we take. Building community capacity and volunteering across the Borough will help us to deliver the needs of our residents by encouraging more citizenship and social responsibility as the direct delivery of some services by the Council inevitably recedes.
  
- (x) I am expecting the Divisional Director of Strategic Commissioning to form and lead a new **coordinated Commissioning Network** that will develop and own a set of plans for the strategic direction of each major service area up to 2018/19. I am expecting these plans to be in place by the end of the calendar year. The development of these plans and the output of them will be a major focus of the Corporate Management Team. I am also looking for this new network to provide leadership to the coordination of our consultation, engagement and involvement work. Specifically, I would like to see consultation and community engagement consistently undertaken across the organisation with common standards and messaging. I would also like to see better coordination of volunteering schemes across the Borough.
  
- (xi) With a new **communications** contract having just been let I am also expecting the Corporate Director to set out a clear and innovative proposal in the next 3 months to address the unacceptably low levels of resident satisfaction reported to us from our Reputation surveys in March 2014.

## **(D) Divisional Director – Regeneration & Planning**

- (i) Given the scale of the opportunity that lies ahead for attracting inward investment into the Borough. I am proposing that Regeneration and Planning will now be line managed by myself. I am also proposing that the current post of Head of Economic Development will in turn be line managed by the Divisional Director of Regeneration and Planning (Appendix 6) given the obvious links and synergies between the two.

- (ii) The Head of Economic Development will have line responsibility for the Community Learning function from the Community and Culture Division. Given its work on adult community learning, employability and the skills agenda I believe there are important synergies with our work on economic development.
  
- (iii) The Council has already identified a number of important strategic sites to progress these regeneration proposals. Successful delivery of these plans can result in much needed new housing, businesses and social and community infrastructures for the Borough which can make a significant difference to our residents' quality of life and life chances.
  
- (iv) Regeneration is a whole Council opportunity and I believe that reporting to myself should ensure we maximise this opportunity and achieve the much needed momentum required.

#### **4. Other Proposed Changes**

4.1 My proposals reduce the number of senior management posts and therefore potentially affect the PA support arrangements, specified in the Business Support project. Consequently, I am also seeking the views of PAs as part of my consultation.

4.2 The scale and size of our proposed capital programme covering the:

- Regeneration proposals for the Borough.
- School Expansion Programme.
- Housing Building Programme (HRA/non HRA).

are estimated to total over £1b in spend.

4.3 I would therefore like to explore as part of these restructuring proposals the possibility of setting up a **Construction Delivery Unit** within the organisation to centrally manage these extensive programmes and potentially save significant sums of money.

4.4 This organisation spends many £m's on project management, surveyors, architects and other professional fees. A Construction Delivery Unit would enable us to retain more control over these areas and provide opportunities for:-



- Pooling resources across the Council eg streamlined management, support functions, training and development.
- Sharing professional practice, project management skills and developing in-house capacity and capability thereby reducing our reliance on expensive interims and in some cases external professionals.

4.5 I want to commission a feasibility study reporting to me on the potential benefits/opportunities for setting up such a team and the resources that would be required to operate it. A significant proportion of the costs of this team could potentially be capitalised.

4.6 As a result of these proposed changes, I have revised the job description for Corporate Directors, so that they better reflect the broader leadership changes I have previously identified (see Appendix 7)

## 5. Governance and Decision Making

5.1 The new **Corporate Strategic Board** is expected to be outward facing in its perspective and focused on the long term interests of the whole Council and the Borough as a whole. I am not looking for individuals who represent their Directorates but work horizontally across the organisation and see the links and synergies that exist putting the interest of the council first. I am looking for strong team working skills and visible, passionate leaders who will champion the organisation's values and build the Council's relationship with its staff and its residents. I have clearly set out in paragraph 2.9 the attributes of these future leaders.

5.2 As a result of the last restructure in 2011, the Council created a new **Operations Board** made up of members of the Corporate Leadership Group. I have been very impressed by how this group has developed and the role it has come to play in the Council. As part of these restructuring proposals I am keen to build on this and consider how we can develop its role further so as to ensure that cross-council issues are better tackled using the talent and expertise cross-organisation.

## 6. Process of moving from the current to the proposed structure

6.1 The appointment process will be in accordance with the Council's Protocol for Managing Organisational Change (PMOC, which is available for you refer to on the intranet. Appointments to Chief Officer posts (Corporate Directors and posts with Statutory Officer roles) will be made by the Chief Officer Employment Panel which will be convened as appropriate.

## Appointment by job matching and assimilation

- 6.2 The following new posts are sufficiently similar to posts in the old structure that I am proposing that the current post holders be appointed through assimilation.

| New Posts                                   | Old Post                     |
|---|------------------------------|
| Corporate Director Resources & Commercial   | Corporate Director Resources |
| Divisional Director Regeneration & Planning | Divisional Director Planning |

If there are others with a reasonable claim to these posts, then ring fencing will be considered.

- 6.3 The following posts are deleted in the new structure and therefore where there are current post holders they are at risk of redundancy and entitled to be considered for vacant posts within the new structure.

| Deleted Posts  |
|--|
| Corporate Director Children & Families                 |
| Corporate Director Community, Health & Wellbeing       |
| Corporate Director Environment & Enterprise            |
| Divisional Director Education & Commissioning          |
| Divisional Director Special Educational Needs Services |
| Divisional Director Community & Culture                |
| Head of Transformation Programme                       |
| Head of Commissioning & Partnerships                   |

## Appointment by ringfenced interview

- 6.4 The following posts are new posts, which do not closely match the duties and responsibilities of any post in the current structure. Therefore, subject to there being no others with comparable claims, I am proposing that these posts are ringfenced to post holders in the current structure as set out below:

| New Posts  | Ringfenced to                               |
|--|---|
| Corporate Director Community Services                | Corporate Director Environment & Enterprise |
| Divisional Director Environment, Community & Culture | Divisional Director Community & Culture     |
| Divisional Director Education Services               | Divisional Director Special Needs Services  |

- 6.5 Senior managers displaced by these proposals will be considered for redeployment to any remaining vacant posts. In the event that there are no redeployees or others with comparable claims, appointment will be by open competition.
- 6.6 The following posts are either vacant posts in the current structure that are unchanged in the new structure, or new posts where there are no current post holders whose duties match the duties and responsibilities of the post. Therefore I am proposing that these posts will be filled by open competition, subject to there being no redeployees or others with reasonable claims to the posts.

| <b>Vacant Posts</b>                                      |
|--|
| Corporate Director Children & Adults                     |
| Director of Finance & Assurance (vacant from end of May) |

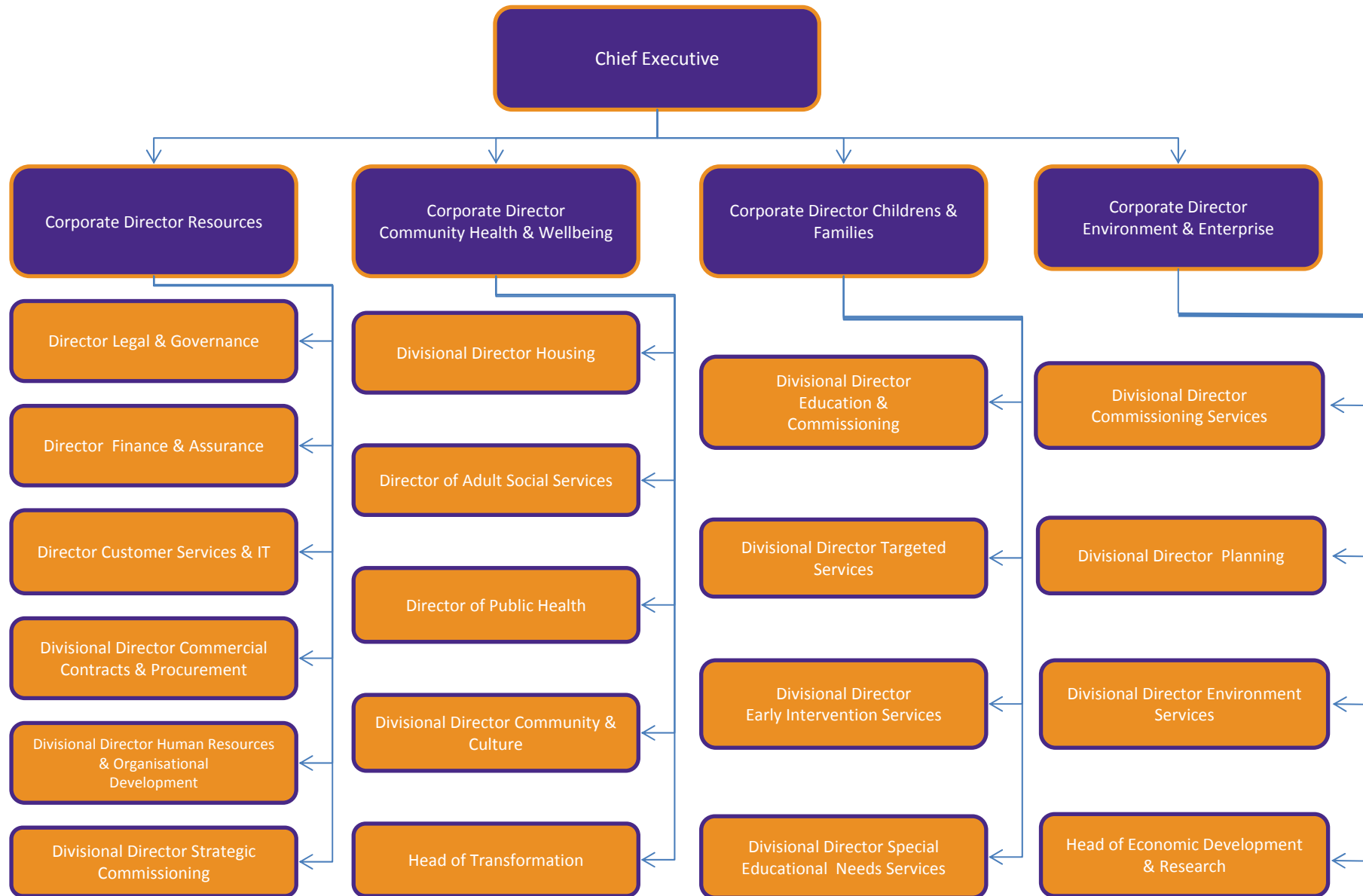
- 6.7 If you are not appointed to a post in the new Senior Management structure you will be displaced and at risk of redundancy, whereupon, the Council will make every effort to find suitable alternative employment for you. As you appreciate, you must co-operate with the Council's attempts to find you suitable alternative employment, as if you do not, you may not be entitled to redundancy payments in the event that your employment is subsequently terminated.
- 6.8 The Council may consider requests for voluntary redundancy / early retirement. However, a request will only be agreed when it is in the interests of the Council and supported by a business case. If you wish to volunteer, please discuss this with me at the earliest opportunity.

### **List of Appendices**

- Appendix 1 – Current Senior Management Structure
- Appendix 2 – Proposed Senior Management Structure
- Appendix 3 – Proposed People Directorate Structure
- Appendix 4 – Proposed Community Directorate Structure
- Appendix 5 – Proposed Resources & Commercial Directorate Structure
- Appendix 6 – Proposed Regeneration Division Structure
- Appendix 7 – Proposed Corporate Director Job Description

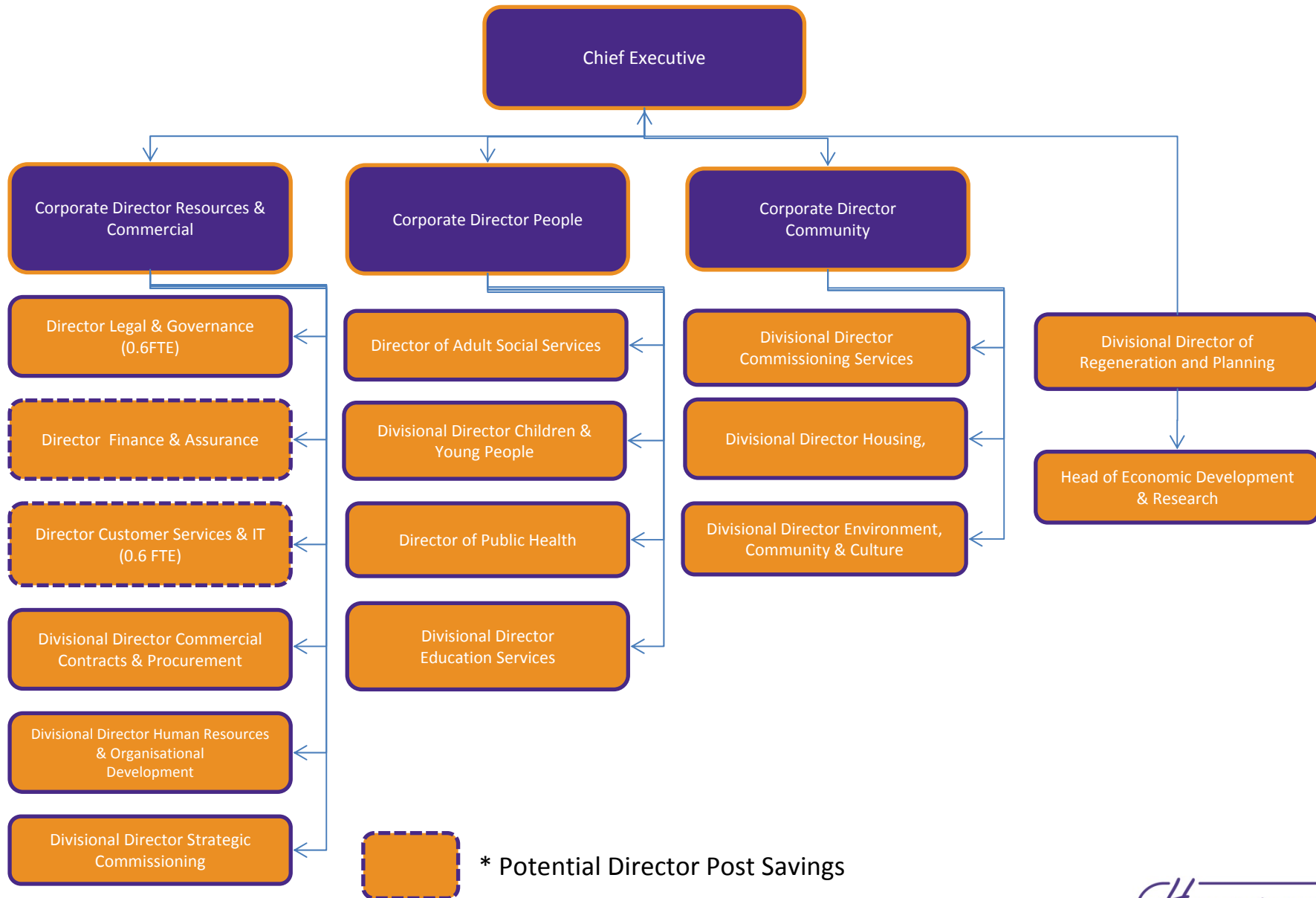
# Current – Senior Management Structure

## Appendix 1



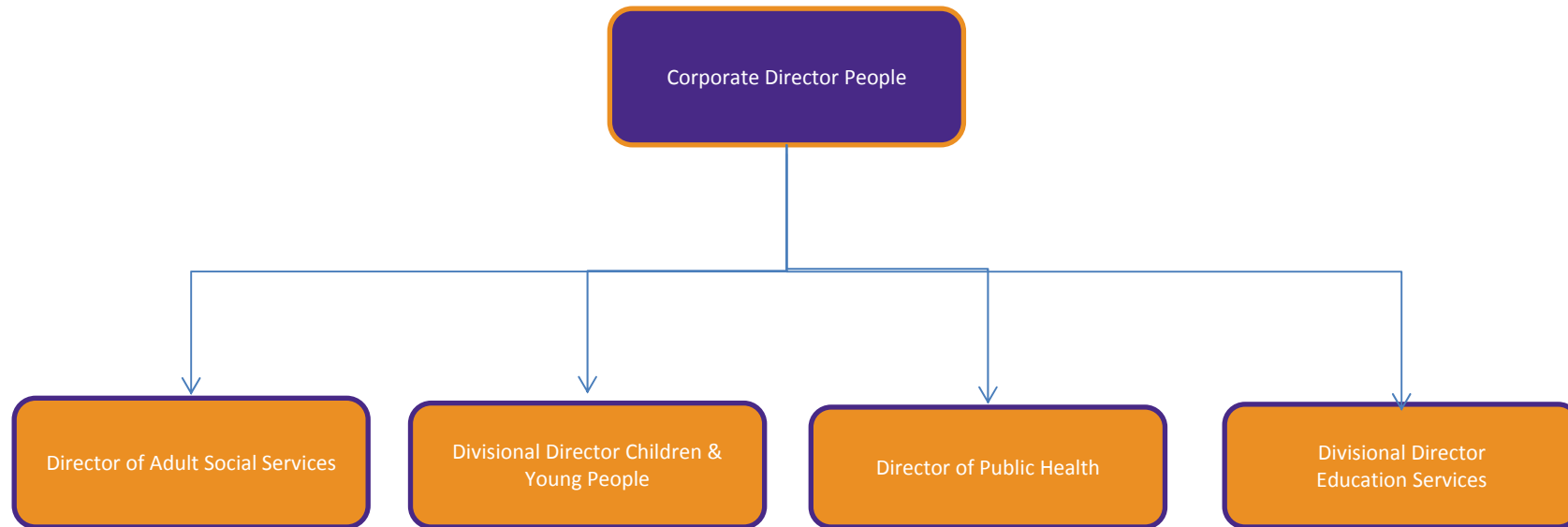
# Proposed - Senior Management Structure

## Appendix 2



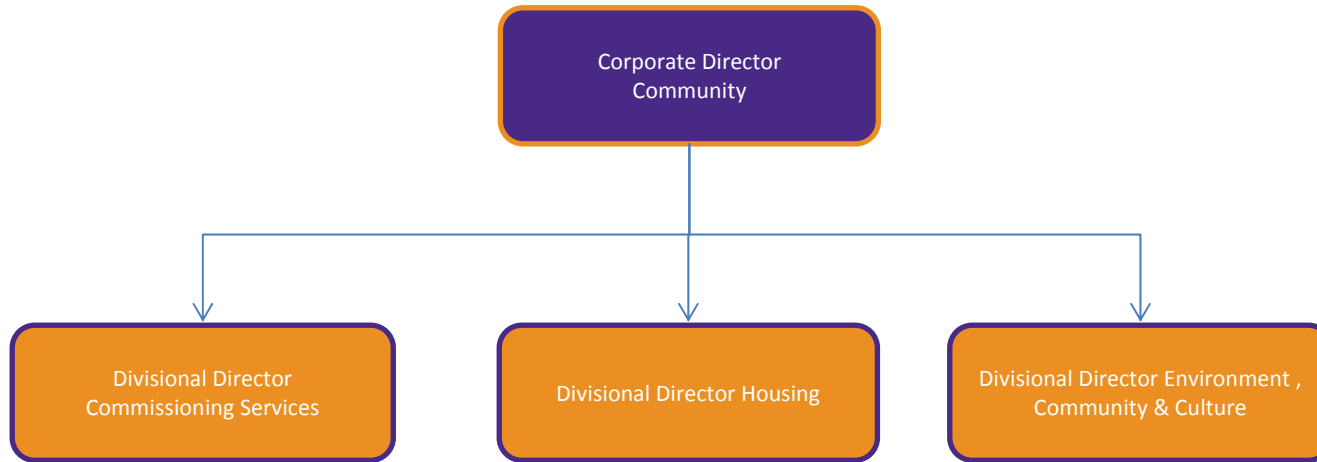
# Proposed Structure - People Directorate

## Appendix 3



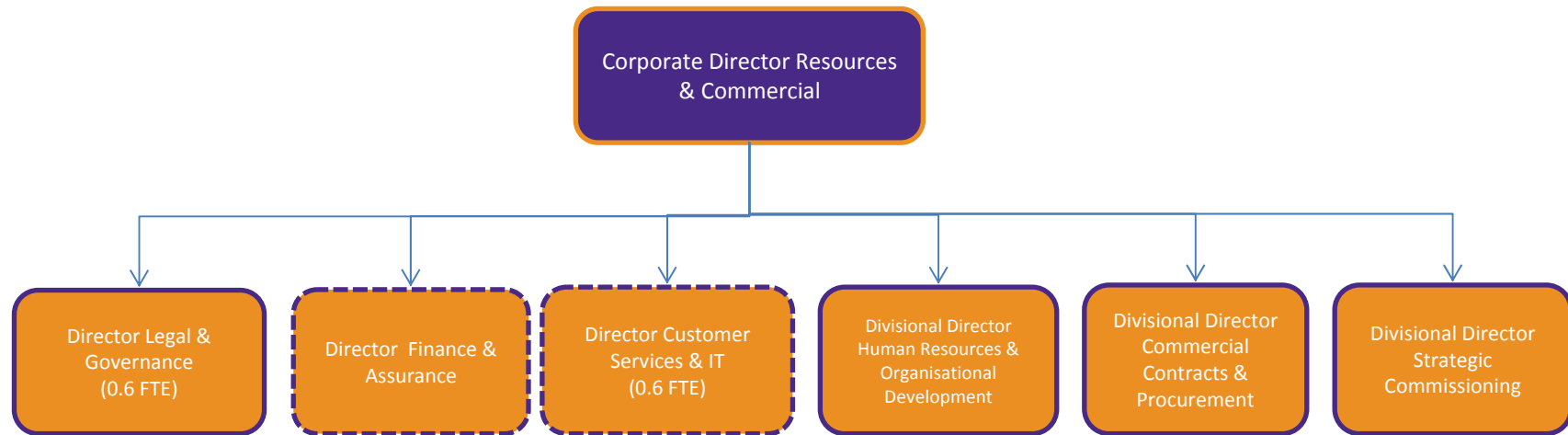
# Proposed Structure - Community Directorate

## Appendix 4





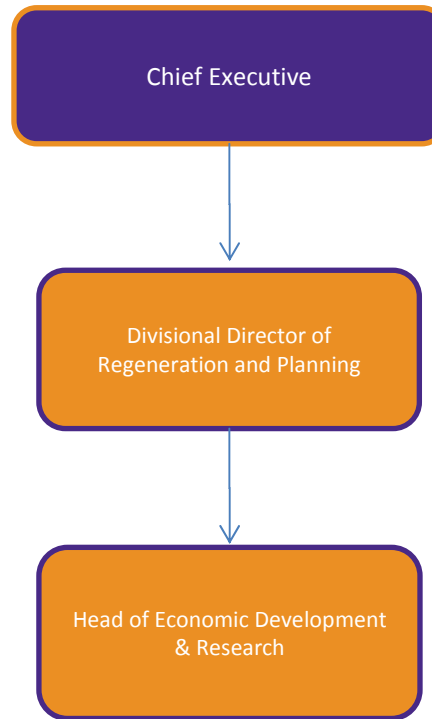
# Proposed Structure - Resources & Commercial Directorate



\* Potential Director Post Savings

# Proposed Structure – Regeneration and Planning

Appendix 6



# LONDON BOROUGH OF HARROW

## Corporate Director, Template

### Responsible to:- Chief Executive

#### Job Purpose

The post is one of XX Corporate Directors responsible with the Chief Executive for the strategic and general management of the council and specifically the **XXX** Directorate.

To be the Council's XXXXXX and responsible for duties as set out in the statutory guidance on role and responsibilities.

#### MAIN ACCOUNTABILITIES

##### Leadership

1. Together with the Chief Executive and members of the council's Management Board, and in collaboration with elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
2. Model the Council's values in everything and use the values to set clear expectations of others; recognising and re-inforcing positive behaviours and addressing undesirable behaviour.
3. Demonstrate good governance and ensure that structures and processes inform sound decision-making and service delivery.
4. Deliver efficiency and value for money and sound financial management
5. Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within the organisation
6. Develop and maintain a culture that encourages innovation and improvement
7. Develop and maintain a healthy and effective interface between the Council Members and Officers
8. Provide well-evidenced and sound advice directly to the Chief Executive, cabinet, portfolio holders and other members of council and attend council, cabinet and other committees and events as required

9. Promote a positive image of Harrow externally and represent the council at local and national level attending and presenting at such conferences, seminars, meetings and working parties as may be required.
10. Represent the council and/or the Chief Executive in discussions with partner organisations and other stakeholders.
11. Lead and direct corporate and cross council activities as specified by the Chief Executive.
12. Deputise for the Chief Executive within functional areas and other areas as specified by the Chief Executive.

### **Commissioning**

13. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
14. Maintain and develop an effective framework for consultation and engagement with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
15. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
16. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for Council Tax payers
17. Oversee and ensure implementation of service development and delivery plans
18. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
19. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
20. Ensure in conjunction with strategic partners, government and other agencies the achievement of council objectives and the fulfilment of statutory obligations and national requirements.

### **Partnership**

21. Maintain and develop effective relationships with key partners, service providers and stakeholders and the wider community to facilitate high quality commissioning of services.

22. Maintain and develop effective relationships with relevant government departments and other national or regional bodies.
23. Ensure the council is equipped to meet government requirements and inspection requirements.

### **Performance and Resource Management**

24. Provide effective management arrangements to ensure delegated resources are used to best effect to deliver agreed outcomes
25. Sustain a culture to encourage meaningful contribution by employees through their continuing development and commitment
26. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place
27. Participate in effective civil emergency planning, leadership and management.

### **Equality and Diversity**

28. Provide leadership, communication and action, which will exemplify the Council's values, sense of purpose and commitment to ensure equality of opportunity and strengthen cohesion in the local community.

### **ROLE SPECIFIC ACCOUNTABILITIES**

29. Fulfil the statutory role of XXXX and ensure that the associated statutory duties are discharged.
30. Lead and direct the strategic and general management of the following services / functions on behalf of the council:
  - **XXXX**
31. Lead and direct the effective development and implementation of the following key strategies on behalf of the council: -
  - **XXXX**
32. To act as lead officer and directly advise the Chief Executive, relevant council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the **XXX** Directorate.

## Dimensions

- This is a Chief Officer post and reports to the Chief Executive
- **Responsible for the effective management of delegated budgets**
- Revenue budget in the order of £XXm
- Capital budget in the order of £XXm
- *Any other delegated budgets e.g. pooled budgets*
- **Directly manages X Directors / Head of Service and has overall responsibility for XXX employees.**
- *The post has overall statutory responsibility for XXX*