

Response to Senior Management Consultation

Dear Michael,

I am writing to set out my support for your senior management restructure, especially the move towards a greater focus on commissioning, and the creation of a commissioning network. I am supportive of how you set this out with lead commissioners identified in each of the major Directorates (People and Communities) and I have already started very positive discussions with the leads on how we can make this work, making it an open and collaborative process to work with colleagues so that we deliver the best outcomes we can for local residents over the coming years.

I propose that I work with colleagues to develop our corporate approach to commissioning and that this is signed off by CSB in July, but in doing so accept that this should not stop the Council starting to develop its commissioning approach in each of our major service areas. I see my role as offering both challenge and support, and that where major commissioning plans are brought forward they are owned by both the Directorates and myself so that you can be assured as Chief Executive that these plans meet all the requirements that we set ourselves. In taking on this role, I want to work constructively and collaboratively with colleagues across the Council and with partners so that we deliver the best outcomes we can for our residents, and that the resources in my area are there to support the Council in making its commissioning decisions. Subject to the final decision on the restructure I will consider what changes may be necessary in the division to give this support to the Council and look at ways in which the Policy and Business Intelligence Teams can be developed in support of the new People and Community Directorates structure and the coordinated commissioning network.

The model you set out for commissioning will test how we work together as a Council and deliver your vision of a more collaborative Council which thinks of the Council first before any specific service. In my conversations with colleagues to date I am confident that we can deliver this approach, through effective working relationships and an open culture which is happy to challenge and to be challenged.

I am also supportive of your proposal to move Community Cohesion and the Prevent work into the Strategic Commissioning Division.

I am also supportive that the strategic lead for resident engagement and consultation is within the Strategic Commissioning Division as this will fit with the wider commissioning brief and how engagement and effective consultation is embedded in the way that we operate. The new Communications provider will support a step change in our approach to consultation and engagement, so with links to the Policy Team in the division there is a strong base to deliver this approach. The Council already has many good examples of how effective consultation and engagement is delivered, and a Cabinet paper on Consultation Standards will set this out in July 2015.

Finally, you rightly raise the need that as a Council it is vital that senior managers display the leadership values you set out or they will lose credibility with staff. I support your zero tolerance view on how this needs to happen in the future, and that this is not something that any individual should be allowed to opt out of. It will be important that if these standards are not met in the future that there is a clear route to how individuals or groups are dealt with appropriately, be that through development and support or other routes.

Michael,

I think it is appropriate that I let you know you have my support for the proposals as set out in the consultations process. I think that the changes would be a positive thing for both children and adult services and give us a fighting chance of delivering the savings required while maintaining a good level of service delivery and quality in most areas of the two Directorates. There many individual advantages which I could outline in a later paper if you would like me to, but suffice to say for now, that the proposals have my full support.

Dear Michael

Please find below my response to the Consultation documents.

**Children & Families Commissioning Team response to
Harrow Council Senior Management Restructure**

1. The Children & Families Commissioning Team broadly agree with the principles outlined in the consultation paper
2. Bringing together Adults and Children & Families Service is a positive move and it is likely to bring improved outcomes for our residents
3. Overall view of the People's Corporate Director is very positive
4. The Director of Adults Social Services will need to have strong links to the Children's agenda and vice versa
5. Perhaps future consideration could be given to Commissioning remaining central, neutral from particular service areas to enable a more strategic and dynamic response to local needs. This would also benefit providers who currently have a range of departments, processes and funding cycles to deal with. A common approach could reduce the bureaucracy and streamline monitoring arrangements
6. It would be helpful to develop the Council's vision for commissioning so there is a clear and consistent understanding of the role of commissioners and the strategic functions needed to transform the authority over the next 5 years. In doing so it would be useful to look at how other authorities have embedded strategic commissioning

7. However, whilst joining up functions with other departments, there is a need to maintain strong links and effective communication with service areas and residents benefitting from the commissioned services
8. The commissioning network is likely to result in better communication, information sharing and efficiencies. It would also benefit from input from other departments such as Business Intelligence, Procurement, Finance. Analysis of our collective data sets will be critical in understanding and predicting local needs in order to inform policy and the commissioning cycle. Furthermore the network could also look at how external funding and innovation bids can be applied for

Michael

I am writing in response to the consultation into the Senior Management Restructure. In your rationale for restructuring you have highlighted a number of points which I believe are important and my response would be as follows:

1. You have set out an ambition for more coordinated commissioning, which I am very supportive of. We must do more work on the future direction of our major service areas and coordinate this into a single story. We need to apply some creativity and rigour to this exercise and share approaches and learning across the Council. I look forward to the management team spending time considering the work that comes out of this exercise.
2. There is an emphasis on Commercialisation throughout the document. I have recently looked in some detail at how other Councils have approached being more commercial and I believe that there is a sizeable opportunity for us here. We already have a good number of commercial opportunities under development and I believe we should capitalise on our strengths to make money and support really important and valued outcomes in the local community.
3. The Council's levels of satisfaction have fallen to low levels. I agree this is an absolute priority and with my team will develop a new Communications Plan within the timescales that you have laid out.
4. It is time to re-visit our values as an organisation as the nature of the challenge and opportunity ahead has changed. This work needs to be undertaken with officers and this will sit well alongside our other work on workforce development. You have laid out a set of characteristics of effective leaders which are welcomed and I would emphasise that these need to be clear expectations of senior officers and a clear part of our performance framework so that we are all truly accountable for them.

You have also made a number of specific proposals for the Resources Directorate which I would also like to comment on:

1. You are proposing to place a new emphasis on Commercialisation and therefore are proposing to change the name of the Directorate. I would welcome this and the opportunity to lead the coordination of our work on

commercialisation with input from right across the Council. A key opportunity under commercialisation is the continued expansion of the Legal Practice and I completely agree that this is an area where we have a really strong offer where we should focus on developing new opportunities.

2. The proposal to delete the post of Director of Finance & Assurance has also been consulted on with staff in Finance and there was broad agreement to this proposal. I am taking forward a proposal to deliver a new S151 Officer role from within existing resources.
3. Business Support is a critical area for the Council and one that I would be supportive of joining with Access Harrow and we will deliver the review that you have asked for with the full input of staff.
4. The opportunities that you have identified for expanding the Procurement Service are also welcome. We have had a number of conversations with other Boroughs and Councils about this and we believe there is an exciting opportunity there for us to create a bigger shared service.
5. Community Engagement is a major priority for us and I would welcome the opportunity to join up more closely with our Community Cohesion and Prevent work. Linked to the opportunity to create a Commissioning Network, we can also take forward work on how we work with the voluntary sector across the Council.

In summary, I am supportive of the proposed changes and look forward to working with you and the senior management team on delivering them.

Michael,

Following the discussions I've had with you with regard to the restructure I wanted to confirm that I fully support your proposals.

I believe that the structure you have proposed will put us in a good position to manage the challenges ahead and can only have a positive impact on the Council.

You will know from my earlier comments that I believe the sooner we can start working to the new arrangements the better.

Dear Michael

I have set out below my considered response to the Senior Management Consultation.

The case for public health commissioning to remain with the Public Health Team

1. As a shared PH service for Barnet and Harrow, where Barnet contribute 60% of the funding - Barnet will want to see a visible PH Commissioning Service. The recently approved PH structure for Barnet and Harrow Joint Public Health Service has agreed a joint commissioning team between both boroughs. This

joint service already provides efficiencies to both boroughs. Evidence of this - the re-procurement of the Substance Misuse Service and School Nursing Service was undertaken for both boroughs through one process. Contracts are signed by the respective boroughs but are managed by the Joint Public Health Service.

2. Harrow Public Health Service have a high profile across London with regards to Sexual Health and plan to lead the procurement of an integrated model for GUM and sexual health service across the capital. This activity would be best lead by a Public Health Department (with responsibility for Commissioning these services).
3. Public Health is currently responsible for health protection and the commissioning of services listed above. These 2 functions go hand in hand. Commissioning of these services are informed by public health data and intelligence and the commissioned services enable the Council to deliver improved performance against agreed outcomes. Therefore it is important that these two functions remain together. Where Councils have removed the commissioning responsibilities from Director of Public Health – the links between these functions have been severed.

Is People Directorate the best place for PH

1. Public Health is the responsibility of the whole council. As the PH becomes more concerned with prevention rather than treatment and starts to influence the behaviour and choices that residents make – it's important that PH is positioned in the right directorate to have the greatest influence. Although, its position in the People directorate will enable joint working to continue with Social Care for vulnerable people, already known to services – we believe that PH's reach and influence will be limited within the People directorate. PH may be better placed in either the Community Directorate or the Resources and Commercial Directorate.
 - a. **Community Directorate:** This would enable PH to improve its community engagement/participation and influence planning and the environment - resulting in a greater influence over the wider determinants of health. The Health Protection remit and the commissioning of a range of PH prevention, screening and treatment service will require a community engagement approach which we believe could be achieved much more effectively in the Community Directorate.
 - b. **Resources and Commercial Directorate:** This would enable PH to have greater strategic influence on all aspects of the Council's business.
2. We recognise the need to streamline social care services for children and adult as stated in the consultation document. Public Health does not commission social care services but provides services which focus on prevention, screening and clinical treatment to high risk groups. Although some of these high risk groups may also be vulnerable people, a significant part of the target group will not be known to social care. Many residents will access

public health services, by choice rather than coercion, to maintain their health and wellbeing. These services include the National Child Measurement programme, Substance Misuse, Sexual Health Services and Health Checks.

For this reason, we believe that the commissioning of PH services should remain with the PH team and continue to liaise with various partners within and outside the Council to ensure improved outcomes for residents.

3. The Commissioning Network approach will enable commissioners across the council to work together to align processes where necessary and appropriate. And Public Health should be a key part of these networks.

Business Support Finance Officer (Joint response)

Thank you for giving us the opportunity to air our views re: Senior Management Restructure and the review of Business Support.

We work as Business Support Finance Officers in 'Children and Families' Service.

Business Support staff had a team building exercise in February 2015 facilitated by Gary Pike and Finlay Flett. At this team building session we discussed how we felt about Business Support in general and our roles within Business Support.

We were assured at the end of the session that we would be sent some feedback as soon as possible. To-date we have not had any feedback from this exercise.

We would suggest that you contact either Gary Pike or Finlay Flett to obtain our views and if you could ask them to give us some feedback as-well.

In 2.12: You have mentioned that you have already discussed the proposal with the Leader of the Council and Portfolio Holders, so is our feedback to the consultation going to make any difference?

Some general points that we would like to raise:

- What is the cost of relocating all the staff from Civic Centre to another location
- Staff morale - it is already really low due to lack of support, resources, communication and uncertainty about the future
- Engaging and involving local residents – is this not going to be time-consuming and expensive?
- In our view, a lot of departmental structures are very 'top heavy' - too many managers. A lean structure will cut a lot of 'red tape'. The money saved here can be used to recruit more operational staff.

Ref: 2.9: There are a lot of managers that are not well trained and have not been able to support staff effectively. This causes delay in service provision and results in some unresolved issues.

We feel that working across Directorate and organisational boundaries will not work well in Business Support in 'Children & Families'. Expertise and knowledge that the employees have acquired over the years will be lost.

We would also lose the close working relationships and partnership with social workers and our clients that have been built over a number of years.
Ref: 2.10: We have no leadership programme to develop the skill at the moment so this would be really useful and would give us something to work towards and gain more skills.

Ref: 3. Proposed Structure:

Lean structure would be really beneficial as this will cut the 'red tape' and save time & cost.

As well as reducing Directors posts, you should also consider looking at the Directors' **grades**. This may be a more practical solution to continue to provide efficient and value for money service to our clients and residents.

Dear Michael

Re Harrow Council Senior Management Restructure

I am writing as the Independent Chair of the Harrow Safeguarding Children Board to comment upon the proposed restructure.

I will preface my comments with an acknowledgement of the challenging financial context in which the council must operate and continue to deliver services.

I note the proposal to merge the Directorate of Children and Families with that of some of the divisions in the Directorate of Community Health and Wellbeing thus creating a new Directorate of People.

I am familiar with this type of arrangement and agree that some local authorities have gone down this route. Some however have not and some have reversed their decision to so do.

I note that you envisage this new Corporate Director role not only undertaking the statutory role of DCS but additionally responsible for Adult services and Public Health.

This creates a huge portfolio with the bulk of the Council's controllable budget and with all the risk, reputational and otherwise associated with delivering personal services to vulnerable people.

I wonder, given the breadth and importance of Children's Services functions, how due consideration was given to protecting the discrete roles and responsibilities of the role of DCS before allocating to them additional functions. I am concerned also that in leading this Directorate the DCS may struggle to demonstrate "a clear and unbroken line of local accountability" as is required (*DfE Statutory Guidance 2013 Sect 18.7 Children Act 2004*).

I understand that a Local Assurance Test has been commissioned and I anticipate sight of that in due course, in addition to any comments you may have in response to my concerns. My concern, as you might expect given my role, is that there is no dilution in the system that safeguards children and young people in Harrow.

Good afternoon Michael

I am responding to Finlay Flett's request to provide views on the BSS review, that you are planning to undertake in connection with the Senior Management Restructure Consultation.

Earlier this year, I completed the BSS staff survey in preparation for the BSS Staff Engagement Events that were held by Finlay and a representative from HR, on 17th & 18th February 2015. I attended this however, to date we are still awaiting feedback from the events attended.

In both the survey and event, I took the opportunity to feedback as follows:-

I work within the Children & Families Directorate, which is a very specialist and demanding service, in this I feel BSS staff are currently stretched in our existing roles and still expected to carry out other duties in addition to their designated work, for example provide cover for the Children & Families Reception area staff in their absence (even at short notice at times), as well as other departments within the Directorate, which adds pressure to individuals to go back and catch up with their work. Also this results in not being able to offer a consistent and seamless service to internal and external customers, as not all staff have time to understand or know the various areas well enough.

At present BS staff have generic role profiles which I feel since 2012, now need changing and jobs re-evaluated to ensure BS staff deliver services with identified purpose of their role. In the meantime, receive extra recognition/appreciation from BSS Team & Senior Managers or extra remuneration, for regularly doing over and beyond their duties. I feel by doing this staff would feel more appreciated and valued.

I and many of my colleagues feel quite perturbed and insecure in our roles currently (for various reasons) and from the consensus feeling at the recent Staff Engagement Event, staff morale is low. We belong to a very large BS group within C & F, I am very self sufficient and can work independently as well as work in my individual team with my colleague however, (no disrespect to my Team Manager) but our Managers' are not always familiar with our individual roles and responsibilities and of course, they are under pressure themselves and have over 30 staff to manage in one BS Team, I feel we would be better and efficiently managed in smaller teams, that would lead to more understanding.

There are times, with changes that happen within the Service areas, there is not always clear communication/instructions given of what the Service areas need and what the expectations of BS are hence, this leads to uncertainty and unnecessary confusion. In future, I feel steps should be taken to ensure regular meetings with Service areas and relevant BS staff including Team Managers, to ensure consistency and understanding.

I feel we could do with more Manager visibility (especially when all Managers' don't sit with their staff) and interaction with staff, even to have daily acknowledgment face to face without relying on emails all the time, as well as having more time to be listen and understand.

I believe we should have more and regular staff engagement events, as well as more Consultations which would ultimately lead to more and better communication with understanding of who and how BSS operate, within the Council and have opportunities to share and exchange best working practice ideas.

In the past, I have undertaken various roles and mostly had to learn on the job, for future role changes, I would appreciate and recommend we have user friendly and written processes in place that would lead to better staff efficiency, cost effectiveness and job satisfaction. In line with this for future too, I feel Team Managers should sit with BS staff to go through processes/tasks to ensure consistency, cost and time effectiveness and for this to be revised on an annual basis.

There have been times when BS staff have moved on or have left temporarily and positions become vacant but filled with Agency workers, more opportunities for internal staff should be given/encouraged to move across BS to aid their career progression and build on skills, abilities and experience.

In summary, I feel things that are not going well are: -

More work with less resources

Generic role profiles

Staff morale

Not all BS staff sitting amongst their respective teams, spread out across different wings.

Poor Communication

I can assure you that working within BSS is not all negative but has positives too, as in following have gone well:-

Have a very approachable and understanding Team Manager, who listens, supports and implements small changes that help.

Working with loyal, committed and hardworking colleagues.

The support my colleagues and I provide to C & F, I feel is quite specialist and my concerns with the proposed restructure is that we may have to provide support to other Directorates and either take on new/additional work at our existing grades and even may have to re-apply for our roles and/or move away from C & F altogether.

Bearing this in mind, with BSS coming under the Resources and Commercial Directorate and with the plan that IT being managed in the same Division, this would prove more relative as BS staff already are responsible for maintaining the Xerox machines for logging faults and replacing consumable items, as well as being contacts for assisting or referring staff with IT related queries.

Although we face financial challenges and changes ahead, I am happy that a BSS review is due to happen and our role within Harrow Council will be taken more seriously, especially as reflected and outlined in Paragraph 2.9 of the Consultation document, ultimately leading to a change for the better.

Thank you for your attention with this and wishing you all the best.

Dear Michael,

I hope you find my feedback below helpful. I must caveat that my feedback below is based on my short experience at Harrow Council, firstly as Commissioning Officer (M1) and then Senior Policy and Funding Officer (G10).

Your proposals for restructuring senior management and to introduce changes in how we work and deliver services is very timely and welcomed in light of financial savings that need to be made. As you have been in the Council before, I have every confidence that you understand the work culture and people you are dealing with and the sensitivities involved, something which I am still learning to work with.

I wonder whether your proposals to reduce our senior management revenue costs by some £4m over the next 4 years will result in the same nett savings to the Council? This as staff reduction particularly those in a steering and leadership role could increase operating costs and add out-sourcing of services if not well managed. Out-sourcing risks the council losing in-house capability and can become an irreversible trap where the council turns from master to slave of the outsourcing company. We have not shown sufficient maturity to deal with this as in the case of IT services paralysing the rolling out of the much published mobile and flex. I trust that your plans have taken this into consideration.

In this 2500 person strong organisation, it is the colonels (sr managers) that are the key to the general's (directors) success. Directors due to their senior responsibility would struggle to keep up with the day to day running of their divisions. The planning of the director level restructuring should consider the structure and capability of the colonels supporting them. I have some understanding of this having spent time thinking through on the need for a stronger and more capable colonel to support the director for the ESD before the decision was made not to replace the post (see attached docs). I offered myself for that post but have been told that the regimented Council structure does not allow it!

Your section 2 Rationale for restructuring describes actions that the Directorates should already be doing regardless of whether you propose changes or not. I would have thought as CE of the Council your role would be to prioritise, steer and supplement existing actions. And not to push for action which should be part and parcel of council working. Relationship building with residents and external groups is an area we need to strengthen. Good relationships forge trust and integrity. This is an important part of our service. The directors represent our workforce and they need to be sold and promoted to the community as such.

Have you considered performance rewards for director level posts or introducing rolling 2 year contracts?

It is a brilliant decision to overlap delivering services by Environment, Housing and parts of Community & Cultural Services, Schools Capital Programme under the new Directorate of Community Services. As you rightly point out this will not only "build on and further develop the obvious synergies between the universal services we

provide and valued by our residents” but also enable these to be delivered as a single comprehensive service to residents. There is no benefit in excelling in part of this service and performing poorly in others. There needs to be a balanced degree of offering of all the services which is only possible through a single leadership channel. There should be shared budgets between these services where we are able to compensate lower earning services with better income generating ones. This will help cross-division action such as energy co-operative work which I am leading on that has been constrained by the different directorates wanting to achieve the same outcome but insisting on working independently.

It is also reassuring that Regeneration and Planning will now be line managed by yourself. The economic regeneration of Harrow is the primary driver to the future success of the Borough. I do not think that Harrow is prospering economically as well as our neighbours. We will only gain minimally from Crossrail and from HS2. Our commercial and employment centres serve local residents but could do more to attract visitors from neighbouring Boroughs. We will probably do well selling residential property as this is boosted by the high demand across London and the southeast. But this has to be planned and managed well. Harrow Council has not been exposed to extensive regeneration and redevelopment projects in the past other than the Kodak site which was a private sector initiative. The council is now attempting to be a developer and this is a huge responsibility to the council. There is only one chance of getting it right and no opportunity to go back once decisions have been made. The fact that car parking impacts due to the regeneration proposals has not been assessed in parallel with the proposals from an early stage begs the question whether we fully understand the complexity of the task at hand.

Whilst you do make reference to these actions in your document, I wish to prompt you to do more on the following:

1. We should not be prompted into operating as a “knee-jerk organisation” that lacks the capability to be forward thinking and to be able to anticipate change
2. We suffer from silo working and a “self-centered” approach between different divisions/ teams
3. We should stop relying on doing the same with no review of what we are doing and how it can be done better. The staff survey and subsequent ESD survey are examples of this.
4. There is little thinking outside the box to deliver better for less or to objectively evaluate what we do. The trade waste review is an example of this.
5. I am not convinced that the HR system is enabling the best in the organisation to prove their capability due to the rigid organisational and talent recognition structure. I feel I am a victim of this system.

I hope we could meet soon to speak further.

Thank you for providing me with the opportunity to respond to your restructuring proposals.

Hi Michael

Just a few comments on the consultation.

Proposed Structure

The three Directorates proposed seem sensible. However the devil will of course be in the detail.

I suspect that restructuring across Divisions in itself might not be enough to break down barriers without the cultural change in leadership and management that you are seeking. It might be helpful to outline how this will come about. I recall that “breaking down silos” was among your early priorities and clearly still is!

The consultation document also states that breaking down divisional barriers will make it easier for customers to engage with the Council. Again, I ‘m not sure that alone will reassure our customers particularly where our engagement is increasingly online and our most disadvantaged customers lack the skills and capacity to engage technologically. [3.1 A vii and ix.]

Single commissioning should lead to better, more cost effective decision making but will not suddenly become the panacea for bringing about more commercially minded commissioners without training and development (and incentives) to effect this new mind-set. I’m sure this will be key elements of next steps. [3.1 A viii]

Community

I strongly support the highlighting of Community as a key priority. However, it might be that badging a Directorate as “Community” might lead to that Directorate being viewed as the sole keeper of community issues. Both People and Resources have key community roles in for instance working with residents and voluntary and community partners as stakeholders and contractors or supporting residents and voluntary and community organisations with Directorate resources such as IT, HR, premises and procurement.

If we do decide to go for a Community Directorate, we need to emphasise and resource the Community dimension in the other two Directorates.

Community cohesion – for me – fits oddly with Resource and Commercial. If anything, it is about Community. Similarly community engagement, including volunteering and residents’ satisfaction, must be primarily about how we engage and serve the community in the key operational Directorates – not just in Resources and Commercial.

Resources and Commercial

If commercialism is to be a new common thread, then it seems odd just to only put it in the title of one Directorate. Presentationally the other two Directorates might not feel the same sense of ownership!

Dear Michael

I note with interest the proposals in respect of the Senior Management Restructure . Clearly there is a need for both significant change and approach not only to produce cost savings but to move to a position that enables the council to take full advantage of commercial business opportunities and the exciting regeneration proposals which are now starting to move forward. I suspect that there will be conflicting views on some areas as there is always more than one way to do most things in life but the restructure seems to present what the council needs to meet both opportunities and challenges.

As you are aware Corporate Estate is not referred to in the proposals and not part of the consultation . However I am aware that some colleagues may none the less have chosen to put forward suggestions in respect of Corporate Estate in their consultation responses without having taken the opportunity to speak to me but more importantly without a fully detailed understanding of the structure and wide areas covered. Corporate Estate operates as an RICS registered company (for compliance) and apart from covering all the councils valuation requirements and RTBs manages the non operational investment portfolio, acquisitions and disposals ,projects and currently contributes for example to the regeneration programme, Grange Farm, and the proposed housing acquisition programme. The nature of Corporate Estate enables all members to multi task producing a highly professional and cost effective service which currently invoices circa £2m of revenue. Without doubt the sum of the total is greater than the sum of the parts and whilst anything is possible I would suggest that splitting Corporate Estate would be problematic and would be likely to produce a negative effect on cost effectiveness and outcomes

Since the formation of E&E I have reported as Head of Corporate Estate to Caroline Bruce on the basis of the significance and wide area of work covered which is of course all on a cross directorate and cross divisional basis. This has in my view worked very effectively. Corporate Estate as a self contained unit is already working and contributing to a wide area of work embracing all the current and proposed initiatives. I assume this will for the time being continue to be the case and that if at a future date there are proposals to change this that there will be an appropriate consultation in that respect

Dear Michael

Thank you for the opportunity to air our views on the service: what works well, what works less well, how the service is organised, where the service should sit in the future.

Could I respectfully draw your attention to a two day consultation which was attended by all Business Support Staff in February at which staff discussed, in depth, the positives and negatives of the service. We were assured that we would receive feedback but to date, three months on, this has not been received, as has been the case at all consultations in the past, although we were assured that our comments would be taken on board.

Perhaps it would be pertinent to liaise with Finlay Flett (Head of Service, Corporate Business Support), who arranged these sessions.

It would be useful to know what the “starting point” is, so that everyone is clear what it is you wish to achieve. Is this a precursor to yet another consultation about the shape of Business Support? We did go through this approximately four years ago, prior to moving from Pinner Road to the Civic Centre, when we went through the process of “consultations” with experts which fed into feelings of insecurity, low morale and anxiety, including preparing job applications, attending interview training, in case we had to re-apply for own jobs – this was highly stressful for everyone concerned. Since then our work load has increased and taking part in further consultations will only add to our existing pressures.

We feel there is a need for some transparency in this process.

Thank you.

Michael ,

Thank you for going through the restructure proposals this morning and for the quick chat afterwards. I have now read through the consultation document and want to raise just a couple points:

1. I would like to suggest that you reconsider the name of the Directorate as essentially a Community Directorate is the same as a People Directorate as people make up community and so for all intents and purposes, keeping this name means we have two Service Directorate with the same name. I suggest that you consider renaming the Community Directorate to either :

- Environment and Community Services
- Environment , Housing and Community Services or
- Environment and Culture - this was the name Camden used when they merged Environment with Leisure and Community Services for these same group of services.

For the services in my Division that deal with environmental infrastructure i.e. Traffic; Highways ; Network ; Parking, FM etc. they are not readily identifiable as the type of services to be found in Community Services but are easily identifiable in a Directorate that has Environment in its title.

Also the PH for the Directorate is the PH for Environment , Crime and Community Safety- if there is no Directorate with Environment in its name- does that mean that Cllr Henson's portfolio title changes to PH for Community and if so how would residents distinguish his Cabinet role compared to Cllr Anderson who is PH for Resident Engagement i.e. Community? I suggest that just like the PH title , the Directorate should have Environment in its name so maybe Environment and Community Services fits better with the PH title?.

2. I also wish to comment on where Culture sits in the new Directorate. My Division has a Community Engagement team as we currently manage the Community Champions programme and resident and member engagement. Depending on what is left as Culture, they could be merged into the Community Engagement team. I don't think Culture is a good fit with the Depot type services but that is something the

Directorate could look at separately after the roles have been filled - so not a key point right now.

I hope you can give some consideration to the Directorate's name. Thanks again for the opportunity to comment on the consultation.

Dear Michael,

I have very much appreciated the discussions we have had with regards to the senior management restructure and I confirm going forward that I believe the proposals are a positive one for the Council.

Dear Michael

Thank you for your letter of 16th April and for the opportunity to comment on the PA support arrangements to the senior management team.

As part of the Business Support Service, implemented in 2012, the four Corporate Directors were each allocated a full time PA, with the Monitoring Officer and Section 151 officer each allocated a 0.65 PA. Divisional Directors were not allocated any PA support in the model. In terms of how personal business support has been offered to Divisional Directors, I can only comment on the arrangements as they have applied in Children and Families.

When the Business Support Service was implemented the Divisional Directors based at the Civic Centre were each allocated a named Business Support Officer who undertook a number of PA tasks in addition to wider work within their divisions. These Business Support Officers are located with me in a small team, providing support and cover to each other, ensuring that the Children's management team is fully supported.

The newly appointed Divisional Director for Children and Young People will manage a larger division than his predecessor and I am sure he would value full time dedicated PA support.

My own work has only ever been allocated by the Corporate Director and has not come from the Business Support Service. To have a line manager with whom I do not discuss my work, has not proved beneficial to me. My current role is unchanged from my previous role; the only difference is that I am now paid two grades lower than before.

The success of the Business Support Service is a matter for continuous discussion and from what I can see in Children and Families many of the Business Support Officers have continued in their previous roles, the only change appears to be two layers of additional management. Consideration should be given to business support staff returning to their Directorate's and to be managed by those their work affects.

The whole of the Business Support Service is not without value, but I do not believe that the service that was envisaged is what it has developed into. As a wider People

Directorate there may well be some services that merge together and some shared tasks that a People Directorate Business Support Team will be able to contribute to.

The Senior Management Restructure will bring about many changes across the whole Council and will take some time to implement. During this transitional phase please be assured of my support and I will continue in my current role for as long as that is required.

Dear Michael

Thank you for the opportunity to comment on your proposed senior management restructure. We hope the following remarks will assist:

1. The document setting out an organisational structure, and especially the proposed new cultural values, is welcome. Stronger quality leadership with a culture that embraces collaboration, honest dialogue and trust will be crucial to enable the Council to meet the challenges it faces. Successful implementation of these values, starting with the recruitment of the more effective leaders you seek, will be critical. The new structures will require different ways of working away from the traditional models of hierarchy. A culture that embraces a matrix management approach will be part of this change.
2. We have the following observations about Appendix 2 – Proposed Senior Management Structure:
 - The balance across the structure appears to have disproportionate allowance to the Resources & Commercial Directorate. If the s151 Officer function was part of the Corporate Director of Resources and Commercial role this would create a stronger financial presence corporately and offer a saving.
 - In comparison to the other directorates, the span and risk within the People Directorate is extensive (though see point 4).
 - The direct reporting to the Chief Executive of the Divisional Director of Regeneration & Planning and Economic Development & Research posts is surprising. Whilst it gives a corporate profile to regeneration it risks separating the elements of regeneration e.g. housing and community. It also creates an interesting governance arrangement for Planning for which the CE would be directly responsible.
 - For these reasons we would think these should be placed within the Community Directorate and preserve the CEO in the overall strategic leadership role.
3. We wonder whether there is any element of double-counting in the £4m reduction in senior management revenue costs over the next 4 years. Our understanding has been that some management savings in C&F Directorate have already been accounted for.

4. We would welcome early sharing from you and the Leader about the vision for Harrow Council in 5 years time. This will provide clarity about the direction that the new senior management structure will be leading us. It will be difficult to achieve better value services for our community, through an aligned leadership structure, without a vision of what the strategic objectives are in all areas for the betterment of the citizens of Harrow of all ages.

Comments relating to the Chief Executive's restructure and Corporate Business Support Service from the Resources HUB

- Currently there are 3 teams within Resources, E&E, Legal and CS&I. All work load, with the exception of CS&I is, received through a generic email address which is then allocated to staff, as per the BSS model. These 3 teams currently do assist each other where possible. However, there is minimal assistance between Childrens/Resources/CH&W Hubs. Each team has service specific or legislative knowledge and it is therefore felt that each team should revert back to their service area.
- Important for each Hub to work within its service area. Staff have now gained knowledge and strengths in the area in which we work. To become a wider support would be detrimental to the standard of support. It would be a shame to lose this depth of knowledge. Staff should report into a Service Manager within their work area.
- PAs should revert back to reporting to their respective Directors. The cross matrix management currently in place seems ineffective. However, all PAs should continue to be on the same grade, and not different grades as pre-Business Support.
- PAs are reluctant to cover each other's Directors and the only way to resolve this issue is to have them relocated together (with Directors) as set up previously.
- Print room should not be outsourced as additional workload will be provided (via the expansion of the Legal Service) and may not be able to prioritise Legal work.
- Health concerns are held for two members of staff in the postroom. As there are only 3 members of staff in the post room, this can cause health and safety issues. A restructure could take place and incorporate the print room to resolve this issue.

Corporate Scanning and Indexing has been operational for over 14 years and currently provides a service for 7 service areas. It has no direct link to any of the other services provided by the HUB and it is therefore perhaps an opportunity to reconsider the needs of these 7 Service areas and what will work for them. Perhaps each Service should be consulted to ensure what they require is provided and if necessary to review how we can provide this for them.



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Michael Lockwood
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17th April 2014

Dear Mr Lockwood,

RE: Unisons Response to the Senior Management Restructure

Harrow Unison LG writes formally to you regarding the consultation document which identifies £4 million pounds of savings over a four year period.

Unison in the majority welcomes the decision to streamline the senior management structure, reducing the burden, bureaucracy and unnecessary expenditure which the residents of Harrow have had to endure, at the expense of the services provided by this public organisation.

The content identifies the need to change the ethos and the way in which Local councils totally rely on government funding and tax payer's monies to deliver vital services to the community. It is in our opinion about time that this organisation actually competed with the private sector which will undoubtedly demonstrate that Public services are better delivered by public bodies placing a greater emphasis on people rather than profit.

The move towards commercialisation is key in securing services to the customer thus returning vital revenue obtained through commercialisation back into the services the customer receives and reducing the £83million savings levied against this council by the Coalition government, rather than disseminating public monies to private share-holders who have no real interest in the community of Harrow.

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What never ceases to amaze this union is the short-sighted myopic approach adopted by the previous conservative coalition of Harrow who truly believed that their £1million saving over four years by the deletion of the CEO post was providing real value for Harrows residents. The response to this myopic approach is clearly evident from the content of the consultation document which equates to £3million extra savings, may be their calculator batteries were faulty when the unilateral decision was previously and wrongly made.

However, the council needs to adopt a more innovative approach that actually concentrates on the primary objective, which is the delivery of services to the customer first; the secondary objective is the savings target. This will only be realistically achieved by offsetting the financial impact by introducing a revenue based operation. Unison has always maintained that the emphasis of public services should focus on the frontline delivery, and eliminate the silo management approach which has existed for many years. This will ensure that cross council working is pivotal to customer satisfaction, and the need to take a more creative approach for the survival of public run services.

The values contained within the consultation pack are probably the most important aspect of the change required. Unison believes these values will extend and be seen by the customer. A truly respected workforce is one that will deliver more efficient and professional services eliminating the known status of a two tier workforce, which currently exists.

Finally, it must be made explicitly clear to the successful candidates at this high level that failure to meet the challenge is not acceptable and will not be tolerated, by staff or the customer. This zero tolerance requirement has to be openly endorsed by the incumbent political party.

Harrow Unison LG

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