

**REPORT FOR: Chief Officers' Employment Panel**

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**Date of Meeting:** 19<sup>th</sup> February 2018

**Subject:** Appointment of Interim Corporate Director of People and Interim Arrangements for the Resources & Commercial Directorate.

**Responsible Officer:** Tom Whiting, Interim Chief Executive

**Exempt:** Appendix 1 Exempt – by virtue of paragraph 1 of Schedule 12A Local Government Act 1972 – the report contains information about an individual.

**Enclosures:** Appendix 1: Financial Implications (Part 2).

## **Summary and Recommendations**

This report proposes a set of interim arrangements for the Council's senior management structure following the appointment of the Corporate Director Resources & Commercial as the interim Chief Executive and following the departure of the existing Corporate Director of People, Chris Spencer.

### **Recommendations:**

The report makes the following recommendations:

- To ask the interim Chief Executive to write to the current People's Directorate management team asking for expressions of interest in acting up into the role of Corporate Director of People, this role also being the Council's statutory Director of Children's Services.
- To agree to meet again on 28<sup>th</sup> February to interview candidates who have made an expression of interest in being Corporate Director of People and statutory Director of Children's Services, with a view to

making an interim appointment.

- To ask the Corporate Director of Community to assume responsibility for the Planning and Regeneration Directorate on a temporary basis and to be the line manager of the Director of Planning and Regeneration.
- To ask the Director of Finance to take on additional responsibilities as identified in the report in exchange for an acting up allowance, as shown in Appendix 1.
- To ask the Divisional Director Strategic Commissioning to take on additional responsibilities as identified in the report for an acting up allowance, as shown in Appendix 1.
- To ask the Divisional Director Commissioning and Commercial Services (in the Community Directorate) to take on additional responsibilities as identified in the report for an acting up allowance, as shown in Appendix 1.

## **1. BACKGROUND**

- 1.1 On 19<sup>th</sup> October 2017 the Chief Executive, Michael Lockwood, tendered his resignation from his post effective from 14<sup>th</sup> January 2018. The Chief Officers' Employment Panel met on 19<sup>th</sup> December 2017 and appointed Tom Whiting, the Corporate Director Resources & Commercial, as the interim Chief Executive (Head of Paid Service) with effect from 8<sup>th</sup> January 2018.
- 1.2 The Council's Corporate Director of People and statutory Director of Children's Services, Chris Spencer has resigned his position and will be leaving the Council on 4<sup>th</sup> March 2018. The Council is required to appoint a statutory Director of Children's Services from this date.
- 1.3 Since taking up his post on 8<sup>th</sup> January 2018, the Interim Chief Executive has reviewed potential interim management arrangements and used the time to discuss these with elected Members and officers prior to bringing forward a recommendation to the Chief Officers' Employment Panel.
- 1.4 There are local elections on 3<sup>rd</sup> May 2018 and it is not expected that there will be a decision to make a permanent appointment to the Chief Executive post until after this date.
- 1.5 The Council's employment policies allow for temporary acting up arrangements to be put in place in circumstances such as these and for individuals to be remunerated on a temporary basis for these additional responsibilities.

- 1.6 The Director of Planning and Regeneration currently reports to the Chief Executive and consideration has been given as to whether this arrangement should continue during the period of these interim arrangements.
- 1.7 The Community Directorate was created as part of a senior management restructure that was agreed at Cabinet in 2015. A new Corporate Director of Community, Paul Walker, joined the Council in 2017 following a recruitment process.
- 1.8 The Resources and Commercial Directorate is headed by a Corporate Director Resources & Commercial who has seven direct reports, but is currently acting as the interim Chief Executive.
- 1.9 The arrangements if agreed will be communicated to affected individuals and can be ended with one month's notice from either party. In any event the arrangements should be reviewed in June 2018.

## **2. Other options considered**

- 2.1 The Council has the option to undertake a permanent recruitment process for the post of Corporate Director of People and also the statutory post of Director of Children's Services. It is not recommended to undertake a permanent recruitment process as there is benefit in doing so after the Local Elections in May 2018 and after a permanent Chief Executive has been appointed.
- 2.2 The Council also has the option to not fill the Corporate Director of People post for the time being, even on an interim basis. This option is not recommended as the People's Directorate is relatively new and there is still further work for the Council to realise the full benefit of this structure. It is desirable for this work to continue in the short term.
- 2.3 There is also an option to bring in an external interim Corporate Director of People. This option is not recommended on the grounds of saving money and also giving opportunities internally instead as an investment in the talent currently employed within Harrow. Savings made as a result of this approach can be used to support the delivery of major projects on the horizon.
- 2.4 The Director of Planning and Regeneration could continue to report to the Chief Executive. However in many Councils these functions would be part of a Community Directorate. The Corporate Director of Community has three direct reports at present and under these recommendations this becomes four direct reports. The Planning and Regeneration Directorate will benefit from the support of a Corporate Director at a critical stage during the Regeneration programme. The current Corporate Director Community, as a former and experienced District Council Chief Executive, has the requisite skills and experience to take on these additional responsibilities.
- 2.5 The Council could look for an external interim Corporate Director Resources & Commercial. This option is not recommended on the grounds of saving money and also giving opportunities internally instead as an investment in the talent currently employed within Harrow. Savings made as a result of this approach

can be used to support the delivery of major projects on the horizon. 2.6

There is also the option of creating a single acting up role into the Corporate Director Resources & Commercial role. However given that the interim Chief Executive is the former Corporate Director Resources and Commercial, it is not recommended that this is necessary and for continuity purposes these proposals will work well, while allowing others the opportunity to act up.

- 2.7 The temporary responsibilities allocated to the Divisional Director Commissioning and Commercial services fit well with the existing work taking place in that team as part of Project Phoenix.
- 2.8 The temporary responsibilities allocated to the Director of Finance would in many Councils be part of a Finance Directorate (e.g. Procurement) and there are benefits in the work to represent the Council with regard to its trading companies sitting with the statutory Director of Finance.
- 2.9 The temporary responsibilities allocated to the Divisional Director Strategic Commissioning will fit well alongside the Policy and Communications elements of that role.

### **3. Implications of the Recommendation**

- 3.1 The additional responsibilities for the Director of Finance include:
  - Internal Audit & Corporate Anti Fraud
  - Procurement
  - Interface to Council Trading Arrangements
  - Coordination of Portfolio Holder Arrangements with Portfolio Holder for Finance and Commercialisation
  - Chairing of Resources and Commercial Directorate Management Team
  - Chairing of Commissioning and Commercial Board and sign off of Procurement Gateways
- 3.2 The additional responsibilities for the Divisional Director Strategic Commissioning include:
  - Human Resources & Payroll
  - Shared Service Governance with Buckinghamshire County Council
  - Coordination of Portfolio Holder Arrangements with Portfolio Holder for Performance, Corporate Resources & Customer Services
  - Preparation for and coordination of Resources & Commercial Improvement Boards
  - Coordination of Directorate Joint Committee
  - Coordination of Resources & Commercial briefing to Scrutiny Lead Councillors
- 3.3 The additional responsibilities for the Divisional Director Commissioning & Commercial Services include:
  - Commercialisation Strategy and Commercial Expansion
  - Commercial Reporting
  - Coordination of Portfolio Holder arrangements with Portfolio Holder for Finance & Commercialisation regarding commercialisation.

The recommendation will on a temporary basis mean that the interim Chief Executive manages the following roles:

- Corporate Director People (interim)
- Corporate Director Community (including Planning and Regeneration)
- Director of Finance
- Director of Legal Services
- Divisional Director Strategic Commissioning
- Director Customer Services and IT

#### **4. Legal comments**

- 4.1 In accordance with the Constitution, this Panel approves remuneration packages of £100,000 or over for any Council post.
- 4.2 This Panel is required to report back to Council for information purposes on all such remuneration packages.

#### **5. Financial Implications**

- 5.1 Details of the acting up allowances and payments can be found in the Appendix to this report.
- 5.2 These proposals make a saving to the Council. In the permanent structure there are the salaries plus on costs for a Chief Executive and two Corporate Director posts. In these interim arrangements there is the salary for the interim Chief Executive plus acting up arrangements to cover the two vacant Corporate Director posts.
- 5.3 The Interim arrangements proposed will make a saving to the Council of between £24,000 and £28,000 per month depending on the current salary of the person acting up into the role of Corporate Director of People.
- 5.4 Should a further acting up arrangement need to be put in place following the outcome of the appointment of an interim Corporate Director of People then this would still be contained within the existing budget.

## Statutory Officer Clearance

Name: Sharon Daniels

Deputy Chief Financial  
Officer

Date: 14<sup>th</sup> February 2018

Name: Hugh Peart

Monitoring Officer

Date: 14<sup>th</sup> February 2018

## Contact Details and Background Papers

**Contact:** Tom Whiting, Interim Chief Executive