

**Report for:** **Chief Officers’  
Employment Panel**

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**Date of Meeting:** 27 July 21

**Subject:** The post of Head of Change and Flexible Futures

**Responsible Officer:** Charlie Stewart, Corporate Director, Resources

**Exempt:** No

**Wards affected:** N/A

**Enclosures:** Appendix 1: role profile

## **Section 1 – Summary and Recommendations**

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This report sets out details of a new post of Head of Change and Flexible Futures and requests approval for a potential salary level over £100,000.

### **Recommendations:**

The Panel is requested to agree that the post of Head of Change and Flexible Futures be allocated to the grade of D1, the top point of which exceeds £100,000.

## **Section 2 – Report**

### **Background**

#### **Flexible Futures**

Many organisations have moved to a more flexible arrangement for where their office-based staff work. They have moved away from having offices, desks and meeting rooms allocated to individuals, and towards a more agile model of working. Under this agile model, office-based staff can work from various locations depending on what they are trying to achieve. They can work at home one-day, in an office another and, perhaps meet a partner, in their office, on a third. The office lay-out is also changing with space becoming more flexible and rows of desks being removed in favour of furniture more suitable to a range of activities such as workshops, quiet areas, small meetings and larger gatherings.

This move to a more agile and flexible method of working has benefits not just for the organisation, but also for staff. It gives staff flexibility in when and where they work so helping with their work-life balance. The required response to Covid-19 has forced many organisations to change to this method and therefore has accelerated its adoption.

The Council have adopted this flexible and agile lay-out for Forward Drive, to where the office-based staff will move towards the end of this year, and there is a significant amount of work to implement changes including:

- Implementing changes to the lay-out of the Civic Centre to support agile working after lock-down and before the move to Forward Drive.
- Decant 'ancillary services' (such as Registrars, Children services and front-of house) out of the Civic Centre complex to other Council buildings.
- Implementing cashless and paperless methodologies.
- Developing the lay-out and IT needs of Forward Drive and other buildings to bring in flexible working.
- Supporting the development of flexible technology to support agile working.
- Moving staff into the agile way of working including the use of Forward Drive collaborative site.

- Managing the change in culture and working practices needed to support agile working.
- Developing and implementing management-by-outcome rather than management by presence.

A Flexible Futures programme is being set-up to implement the new 'agile' way of working as part of the Council's wider Modernisation transformation. It is a major programme which will require the following capacity for its two-year period:

- Programme Support Officer
- Senior Project Manager (PM)
- Apps Development
- Data security
- IT integration project manager
- Digital, Paperless and Cashless PM
- Agile Working PM
- Agile Estate PM 1 -Estate Development PM
- Business Analyst
- HR & Legal support
- Agile Estate PM 2 - Moves manager

### **Programme Management Office (PMO) (Change)**

The Council has had a small Programme Management Office that owns and implements the project management framework, governs the portfolios of projects, and provides support to programme boards including ensuring reporting is robust.

Prior to Covid-19 the PMO were setting up, on behalf of Corporate Strategy Board (CSB), a governance and reporting structure for all key Council projects and programmes and introducing a project framework. This development was paused during the response to the pandemic.

With the major changes the Council plans to introduce over the coming years, robust effective project and programme governance and reporting will be critical. Therefore, CSB have agreed that the PMO restart the work that was started before the pandemic within the resources they have available. This includes a Head of Service and two support officers. In addition, the PMO will develop the way projects are undertaken and the professional capability of all project managers in the Council. Over time it is proposed that the PMO will have a management dotted line to all project managers who manage key projects.

### **Changes to Current Role and Recruitment**

It is proposed to establish, for a two-year period, a Head of Change and Flexible Futures to lead both the Flexible Futures programme and the PMO (Change).

In May 2020, the Corporate Director Resources undertook a consultation with staff and unions to re-organise the senior structure of Customer Service, ICT and Change Management. This re-organisation moved that part of the Head of Business Transformation's role that was to do with IT to the newly appointed Director of ICT. This left the Head of Business Transformation with the PMO and general Change leadership and the plan was to roll the post into the emerging Modernisation transformation.

However, at that time the Council's focus had turned to the response to the Covid-19 pandemic and all the Modernisation programme, except that to do with Flexible Futures, was put on hold. It was agreed to commence the Flexible futures programme in order to meet the timescales for the development of Forward Drive and because part of the Council's response to Covid-19 required a more agile working approach, capable of working from home and remotely. However, the final structure of the programme and, similarly, the PMO could only be finalised once the full Modernisation programme had been agreed. The Head of Business Transformation, who had previous relevant experience, was asked to set-up a small Flexible Futures workstream.

Now that the end of Covid-19 is in sight, the Modernisation programme has re-started and the Flexible Futures programme needs fully establishing and the PMO strengthened. This includes gaining approval to establish the position of Head of Change and Flexible Futures. This new post will subsume the remaining roles and responsibilities from the Head of Business Transformation (which is an MG4) and therefore that role will be deleted.

The Head of Change and Flexible futures role has been evaluated at a D1 level (salary range £85,455 to £100,755). The post is not a Chief Officer, but the salary range straddles £100,000 and therefore requires approval by the COEP. The Terms of Reference for this role are at Appendix 1.

## **Legal Implications**

In accordance with the Constitution, this Panel approves the remuneration package for any Council post of £100,000 or over.

This Panel is required to report back to Council for information purposes on all such approved remuneration packages.

## **Financial Implications**

The salary for the temporary role of Head of Change and Flexible Futures will come from the current Head of Business Transformation position augmented by c£18,000 per year (for the 2 years) which will be funded from the Modernisation Transformation budget. This budget was agreed by Cabinet on 17th June 2021.

## Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **n/a**

The following key risks should be taken into account when agreeing the recommendations in this report:

<b>Risk Description</b>	<b>Mitigations</b>	<b>RAG Status</b>
If the salary package is not agreed then the successful implementation of agile and flexible working, a key initiative for the Council, would be at high risk	<ul style="list-style-type: none"><li>▪ Support of CSB to agile and flexible futures and agreement of Cabinet to the Accommodation Strategy and funding hopefully provides COEP that the role is essential.</li><li>▪ If not agreed, then preplanning of the roll-out of the initiative would take place to either reduce scope, extend the timescale, or reduce quality of implementation.</li></ul>	Amber

## Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **No**

## Council Priorities

Please identify how the decision sought delivers these priorities.

- 1. Improving the environment and addressing climate change**
- 2. Tackling poverty and inequality**
- 3. Building homes and infrastructure**
- 4. Addressing health and social care inequality**
- 5. Thriving economy**

This appointment will lead internal initiatives which will improve all areas and services and therefore have a positive effect upon all of the Council priorities. However, as an internally focus role, it is not specifically focus on any individual priority which are the Council's external focus.

## **Section 3 - Statutory Officer Clearance**

**Statutory Officer: Dawn Calvert**

Signed by the Chief Financial Officer

**Date: 16 July 2021**

**Statutory Officer: Jessica Farmer**

Signed on behalf of the Monitoring Officer

**Date: 6 July 2021**

**Chief Officer: Charlie Stewart**

Signed by the Corporate Director

**Date: 8 July 2021**

## **Mandatory Checks**

Ward Councillors notified: No, as it impacts on all Wards

## **Section 4 - Contact Details and Background Papers**

**Contact:** Charlie Stewart, Corporate Director, Resources

**Background Papers:** Job Descriptions

## Appendix 1

<b>Job Title</b>	<b>Head of Change and Flexible Futures</b>
<b>Pay Grade</b>	D1
<b>Directorate</b>	Resources
<b>Division</b>	Business Change
<b>Reports to</b>	Corporate Director, Resources
<b>Location</b>	Civic Centre and Agile
<p><b>Role Purpose</b></p> <p>The Head of Change and Flexible Futures will:</p> <ul style="list-style-type: none"> <li>• Lead on the development and management of the Business Change function to provide portfolio governance, change management, benefits realisation and project management services across the Council's portfolio of change including the Modernisation Programme.</li> <li>• Lead the Flexible Futures programme encompassing technology, people and workplace to support the Council's strategy for flexible and agile working.</li> </ul>	
<p><b>Job Context (Main Duties &amp; Accountabilities)</b></p> <ul style="list-style-type: none"> <li>• Responsible for the management of 3-4 direct reports with a team of 15-25 including programme managers (MG4), project managers (MG1 and G10) and project support officers (G7).</li> <li>• Develop and implement the Council's Project Change Management framework, its methodologies and strategies.</li> <li>• Direct the Project Management Office and manage its budget of c£306k.</li> <li>• Ensure that the portfolio of programmes and projects across the Council are aligned to the Council's strategic direction, key dependencies and managed and programmes progress to plan. The portfolio will be in excess of £20m to £30m at any one time.</li> <li>• Identify and direct the management of the interdependencies and key risks across the portfolio, escalating to Programme and Change Board as required.</li> <li>• Establish portfolio management standards and key performance indicators to ensure the change portfolio can be effectively monitored.</li> <li>• Lead on and be responsible for providing professional portfolio, programme and project governance, business transformation and change management advice to officers and elected members.</li> <li>• Working closely with the other leads in the Modernisation programme, develop and implement the governance framework for the Modernisation Programme.</li> <li>• Contribute to the plans for developing the Modernisation Programme.</li> <li>• Lead and direct the strategic and general management of the Flexible Futures Programme working closely with the Director of HR&amp; OD and Director of Regeneration.</li> <li>• Responsible for the effective management of the Flexible Futures budget of c£7m of which c£6m is under direct control and the rest is in liaison with Head of OD.</li> <li>• Manage commercial partnerships for the Flexible Futures programme.</li> <li>• Act as the LBH Business Change representative at national and regional events, meetings and working parties and is responsible for developing constructive working relationships with the Council's strategic partners.</li> <li>• Act as a lead officer and directly advise relevant senior officers, council committees and panels, including Cabinet and Scrutiny, and council members on relevant policies and practices.</li> </ul>	

- Represent and otherwise deputise for the Corporate Director as required

### Generic Duties

- Ensure compliance with your responsibilities as laid out in the council's equal opportunity policy and take an active role in promoting and enabling equality of opportunity, promoting the diverse needs and aspirations of Harrow's community, ensuring equality and diversity is mainstreamed in all service/directorate activities.
- Ensure compliance with your responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.
- Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.
- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- Develop the structures, systems and policies, necessary to support effective service delivery and to enable "continuous improvement".
- Formulate annual operational plans and budgets for the Business Change function/team so that there are clear priorities and appropriate resources are allocated to their achievement.
- Resolve the most complex issues within the professional area(s) managed so that they are resolved effectively and precedents are set for the resolution of similar issues.
- Ensure compliance with the council's information security policies and maintain confidentiality.
- Promote, develop and maintain effective contacts and relationships with customers, customer representatives, community groups, Council Members and service/operational partners, to facilitate service delivery, performance review and the continuous development of service provision.
- Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules.
- Implement, maintain and develop Performance Management Systems to meet Statutory and Corporate reporting requirements.
- Evaluate the environmental impacts of services and take action to minimise these impacts over time.
- Support the operation of local and general elections when requested by the Returning Officer
- Contribute to the overall management and strategy of the Directorate and Division.

### Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

#### **Be Courageous, Do It Together and Make It Happen**

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

### Selection Criteria - Knowledge, Skills and Experience

Role requirements	Essential	Desirable
Excellent interpersonal skills to build a high degree of credibility and presence to negotiate, influence, inspire confidence and respect, to develop network within and outside of the council.	✓	

Excellent knowledge and experience of implementing a comprehensive and current business transformation strategy within a large complex and diverse organisation.	✓		
Significant experience of leading and managing a large business change team in a large, diverse and complex organisation	✓		
Exceptional knowledge, insight and experience in the use and application of change methodologies.	✓		
Excellent written, verbal presentational and communication skills in particular with a wide range of audience from senior leaders to employees across the council.	✓		
Excellent evaluation / analyse modelling and techniques to ensure accurate recommendations on solutions.	✓		
Excellent organisational skills to effectively plan and handle workload with conflicting priorities as well as maintaining a balanced customer focus.	✓		
Strong analytical ability with attention to detail, specifically focusing on analysing and interpreting complex statistical data including trends and performance management data, with a view to producing accurate and meaningful reports.	✓		
Clear understanding of the diverse nature of Harrow's communities and the implications for services delivered to residents and service users	✓		
Inclusive team worker who can foster partnerships, work collaboratively across teams to achieve desired performance and outcomes in a demanding and pressurised environment independently and as part of a team.	✓		
Ability to carry out duties outside normal working hours as may be necessary including response to emergency situations	✓		
Ability to work efficiently and effectively in a demanding and pressurised environment independently and as part of a team to contribute to the broader change and modernisation agenda	✓		
Demonstrate ability to build effective working relationships at all levels and across the organisation, with staff, members, and the public.	✓		
<b>Qualifications</b>			
<b>Role Requirements.</b>	<b>Job specific examples</b> (if left blank refer to left hand column)	<b>Essential</b>	<b>Desirable</b>
Educated to degree level or equivalent in project or change management or has the equivalent relevant work experience.		✓	
Evidence of CPD		✓	
<b>Other Requirements</b>			