

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

Date of Meeting: 13th October 2022

Subject: Arrangements for the Senior
Management of the Resources
Directorate

Responsible Officer: Pat Flaherty
Chief Executive
Alex Dewsnap
Acting Corporate Director of
Resources

Exempt: No but with exempt Appendix 2 by
virtue of Paragraph 1 of Schedule
12a to the Local Government Act
1972 in that it contains information
relating to an individual

Enclosures: Appendix 1: Job Role - Assistant
Director Strategy and Partnerships
Appendix 2 - exempt

Section 1 – Summary and Recommendations

This report sets out a proposal for a senior management structure for the Resources Directorate following the departure of Charlie Stewart, Corporate Director of Resources, including agreeing to consult the Section 151 Officer and Monitoring Officer to change their direct reporting lines to the Chief Executive.

It is proposed that the structure for the Resources Directorate be in place until the end of March 2023 by which time a new permanent structure will have been considered by this Panel.

Recommendations:

The Panel is requested to:

1. Subject to consultation, approve the permanent change in reporting lines for the Section 151 and Monitoring Officer directly to the Chief Executive;
2. Approve the interim structure set out in the report (including the newly evaluated temporary role of Assistant Director Strategy and Partnerships) and salary packages;
3. Note the in-year savings in 2022/23;
4. Approve the recommendations in the Part 2 enclosure (Appendix 2)

Section 2 – Report

Background

Charlie Stewart, Corporate Director Resources, left Harrow in August 2022, and since his departure both the Monitoring Officer and Section 151 Officer have reported to the Chief Executive.

Following interview, Alex Dewsnap, Director of Strategy and Partnerships, was appointed to the post (less Legal & Governance Services and Finance & Assurance) on an acting basis until 31st March 2023.

In making the appointment, arrangements were required to both deliver immediate savings and ensure sufficient management capacity to delivery Resource Directorate priorities. This report (including the proposal in Appendix 2) addresses both requirements.

With regards the changes to the direct reporting lines of the Section 151 Officer and Monitoring Officer to the Chief Executive, this change is to support a greater visibility of these important statutory functions of the Council to the Chief Executive.

Proposal

The elements of the proposed interim management arrangements are:

1. Offering an acting up opportunity to a temporary role of Assistant Director, Strategy and Partnerships graded D1 (attached as Appendix 1); and
2. Moving responsibility for the Performance Framework and Business Intelligence Unit to the Head of Customer Services and Business Support. This will strengthen the oversight and improvement of the use of data and performance information, supporting the delivery of the Council's emerging Customer Experience Strategy.

The principle for making these changes is to ensure there is sufficient focus and capacity to deliver the Council's priority of both Putting Residents First and driving improved Customer Experience.

Set out below are the savings which the proposal will deliver, assuming implementation from the 1st November 2022 (accepting that the decision for Acting up to the Corporate Director Role has already been implemented from 15th August 2022). All figures quoted include oncosts and therefore reflect budgetary impact.

Not recruiting a new Corporate Director Resources	(£100,000)
Less acting up cost for Alex Dewsnap (7 months)	£10,000
Net Saving from existing Arrangement already in place	(£90,000)

Further proposed changes to be agreed at this meeting:

Acting up cost for temporary Assistant Director post (5 months)	£12,000*
Acting up cost for Head of Customer Services post (5 months)	£3,700**

Net Savings **(£74,300)**

* This is based upon the maximum payment that might happen, given the role will be selected via open competition and it would therefore be open to anyone at MG3 and above. £12,000 includes oncost, the actual increase in salary would be £9,000.

** This is based on the difference between the top of a D1 and the bottom of a D2. £3,700 includes oncost, the salary increase would be £2,600.

Staffing/workforce

The process to appoint the Act-Up arrangement for the temporary post of Assistant Director would commence on the 14th October, with all other aspects of this proposal put into effect from 1st November 2022.

Legal Implications

Any changes to staff contracts consequent on these proposals being agreed will be time limited and subject to review by this Panel.

Financial Implications

The saving of £74,300 is an in-year saving. This saving assumes no further backfills or interim arrangements for other staff, otherwise this saving will not be realised. Consideration will be given to ongoing savings in the planned restructure of the Resources Directorate. See also confidential Appendix 2.

Risk Management Implications

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

Risk Description	Mitigations	RAG Status
Insufficient capacity in the Resources Directorate to deliver Council priorities and objectives	These changes provide capacity on a short-term basis	Green
Proposals deliver inadequate savings	The cost of the proposals relative to the savings has to be balanced with the need for capacity to deliver Directorate priorities and objectives.	Green
Staff unsettled by interim arrangements	If the proposals are agreed, the Corporate Director will communicate with all affected staff on the direction of travel and how their voice can be heard and taken account of.	Green

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No

If no, state why an EqIA was not carried out below:

This is an interim change, impacting a small number of people directly and offering an acting up opportunity for internal staff to the temporary assistant director post.

A full EQIA will be undertaken as part of the work on the final structure of the Resources Directorate.

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed on behalf of the Chief Financial Officer

Date: 5th October 2022

Statutory Officer: Hugh Peart

Signed on by the Monitoring Officer

Date: 3rd October 2022

Chief Officer: Alex Dewsnap

Signed by the Acting Corporate Director

Date: 3rd October 2022

Section 4 - Contact Details and Background Papers

Contact: Alex Dewsnap, Acting Corporate Director Resources.

Background Papers: None

Appendix 1: Job Role - Assistant Director Strategy and Partnerships

Job Title	Assistant Director for Strategy and Partnerships
Pay Grade	D1
Directorate	Resources
Division	Strategy and Partnerships
Reports to	Corporate Director Resources
Location	Dependant on the Line Manager
<p>Role Purpose</p> <p>This post is responsible for coordinating and leading general strategy development, partnership, communication, performance and scrutiny, and commissioning activities that reach across the council and Borough. The post also directly supports the Corporate Director and Chief Executive on wider policy matters, strategic cross-cutting issues and the interface to the London Local Authority partnerships.</p> <p>The post holder manages the Strategy and Partnership division in line with the corporate priorities laid out in the Corporate Plan, associated plans and strategies and departmental service plans.</p> <p>The post holder is the principal advisor to the Chief Executive, Corporate Director Resources and the Corporate Strategic Board on strategy, partnerships and strategic commissioning as well as being their (and members') advisor on Community Safety & Cohesion, and Violence, Vulnerability and Exploitation. On partnerships, the post is responsible for the general direction and effectiveness of the Council's partnerships with specific responsibility for the Voluntary and Community sector.</p> <p>2 <u>DIMENSIONS</u></p> <p>Budget - Responsible for the effective management of:</p> <ul style="list-style-type: none"> • A total revenue budget in the order of £1.5m, • Circa £4m controllable, including up to a £1m of external income i.e. the London Crime Prevention Fund and refugee programme monies • Direct influence of spend across the Council through the strategies and plans for which the role has oversight and accountability. <p>Staff - Responsible for:</p> <ul style="list-style-type: none"> • Direct Reports - Currently 5 <ul style="list-style-type: none"> • Overall Staff Numbers – Approx. 30 <p>Other relevant dimensions</p> <p>The post holder is the Council's key lead for external relationships with Harrow Strategic Partners at the highest levels. The postholder also has relationships with DHLUC and Home Office regarding Harrow programme delivery.</p> <p>Job Context (Key outputs of team/role)</p> <p>Lead and direct the strategic and general management of the following services and functions on behalf of the council:</p>	

- Strategy development
- Strategic partnership development
- Strategic commissioning framework
- Communications
- Domestic and Sexual Violence
- Community Cohesion, Prevent and Channel arrangements
- Syrian, Afghan and Ukrainian Refugee Programmes
- Strategic relationship with the Voluntary and Community Sector, including infrastructure support to deliver external income for the sector
- Community Engagement and Consultation
- Scrutiny
- Emergency Planning and Business Continuity
- Healthwatch and advocacy services
- One Public Estate for the Council

Lead and direct the effective development and implementation of the following key strategies on behalf of the Council:

- Corporate Plan
- Communications Plan
- Community Safety Strategy
- Domestic and Sexual Violence Strategy
- Prevent Strategy
- Voluntary and Community Sector Strategy
- Scrutiny Work Plan
- Equality Plans
- Harrow Information and Advice Strategy
- Council Emergency Plan
- Council Business Continuity Plan
- Commissioning framework
- Strategic Partnership Approach

To act as lead officer and directly advise relevant Chief Officers, council committees and panels including Cabinet and Scrutiny sub committees and council members on other strategic policies and practices relating to the Division and the Council.

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 take an active role in promoting a positive health and safety culture.
- Promote and participate in the council's investors in people (IiP) (or similar) and appraisal initiatives.
- Ensure compliance with the council's information security policies and maintain confidentiality.
- Lead and manage the Division so that services provided are responsive to customer requirements, accessible to all areas of the Council and community, and provide value for money.
- Develop the structures, systems and policies, necessary to support effective service delivery and to enable "continuous improvement".

- Where appropriate, and in conjunction with other service providers, undertake joint planning of service delivery and/or for the closer integration of service provision.
- 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.
- Lead, motivate, train, develop and performance manage staff, to maintain an effective workforce capable of meeting service objectives.
- Resolve the most complex issues within the professional areas overseen and managed so that they are resolved effectively and precedents are set for the resolution of similar issues.
- Formulate annual operational plans and budgets for the function so that there are clear priorities and appropriate resources are allocated to their achievement.
- Develop longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
- Prepare monitor and control Divisional budgets to ensure that income/expenditure is in line with agreed plans.
- Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules.
- Manage inter-directorate and inter-agency projects undertaking leadership of multi-disciplinary and multi-agency teams to achieve agreed objectives
- 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.
- Be a member of the Resources' Directorate Management team

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.

Main Duties / Accountabilities

1. Lead the development, implementation and monitoring of the Council's vision and corporate priorities, ensuring that clear processes and practices provide the political groups with briefings and support where appropriate.
2. Provide direction, guidance and support to the Council, contributing to innovations on a Council-wide basis and leading organisational change.
3. Develop and manage the strategic partnership relations working closely with the Chief Executive and other members of the Corporate Strategic Board
4. Develop and coordinate the strategic commissioning framework working closely with commissioners across the council to ensure their activity is effectively harmonised.
5. Ensure that the Council's vision for the future is supported by robust medium and short term business planning processes which links all key performance data including service planning, financial and performance data.

6. Identify and deliver solutions to problems across the Council and partnerships in order to deliver resident focused solutions.
7. Manage the Council's Communications Services.
8. Coordinate and oversee internal communications, media relations and marketing campaigns and produce Council wide publications including the Harrow People magazine
9. Promote a positive image of Harrow externally and represent the Council, where required, at local, regional and national events, meetings and working parties. Develop constructive working relationships with nominated officials from the LGA, London Councils, Government Departments and Council strategic partners.
10. Act as the Council's Scrutiny Officer, and coordinate processes for carrying out the Council's Scrutiny role.
11. Develop effective working relationships with the Executive, Overview and Scrutiny and ensure that the corporate planning processes fulfil the council's objectives and facilitate the appropriate input from both the Executive and Overview and Scrutiny.
12. Develop a source of intelligence and expertise on the current and emerging national agendas, building relationships with Government departments. Advise the authority and relevant partners on the changes in relevant legislation and appropriate action to address changes required in policy and practice.
13. Provide capacity to the Chief Executive and Corporate Director in research, policy development and one-off projects as required.
14. Lead community engagement and consultation for the Council, supporting relevant and appropriate consultation in all matters relating to the work of the council with service users, staff, trade unions, voluntary and community organisations, partner and other stakeholders.
15. Lead the implementation of the Council's Prevent agenda, ensuring that the statutory duty upon the Council is effectively delivered with partners.
16. Lead and Manage the Council's relationship with the Voluntary and Community Sector including oversight of the Council's General Information and Advice contract, the community infrastructure organisation contract, advocacy and Healthwatch contracts.
17. Responsibility for the Council's Emergency Planning and Business Continuity Arrangements.
18. Lead the development and support of the statutory Crime and Disorder Reduction Partnership (Safer Harrow) including the development and delivery of the partnership's Community Safety Plan, and develop the strategy and commissioning for Domestic and Sexual Violence.
19. Contribute to the development and implementation of the Council's Information Management Strategy (including responding to Freedom of Information legislation and Data Protection Act).
20. Represent and otherwise deputise for the Chief Executive, Leader, Portfolio Holders and Corporate Director of Resources, as required.
21. Coordination of Portfolio Holder Arrangements with Portfolio Holder relevant to this role.

Selection Criteria - Knowledge, Skills and Experience

Knowledge Indicator	Essential	Desirable
(Define the knowledge that is essential to the job e.g. particular legislation related to the job)		

a. Extensive public sector experience demonstrated by a high level awareness of the national policy context and how it interfaces with the local government policy context.	✓		
b. Understanding of strategy development and commissioning.	✓		
Experience (Specify the range, type and depth of experience required rather than being general or just specifying the number of years and consider relevant unpaid work)			
a. Major organisational change management experience.		✓	
b. Responsibility for a complex service/policy area, experience of strategy, policy and performance related work in large complex organisations.	✓		
c. Experience of managing staff.	✓		
d. Financial management and budget planning experience.	✓		
e. Strategic and corporate planning experience.	✓		
f. Development of performance management systems experience and experience using performance management to drive change.	✓		
g. Experiencing of working at a high level with Political leaders			
h. Evidence of substantial cross-Directorate corporate working	✓		
i. Proven ability to interface across the Council at a senior level	✓		
j. Experience of working with Partners to deliver improved outcomes for local people	✓		
k. Experience of developing partnership planning and performance frameworks	✓		
Skills and Abilities (Specify type and level of skills and abilities relevant to the job that can be measured, e.g. accurate recording)			
a. Partnership working across commercial and public sector partners	✓		
b. Influencing skills at a senior management level in an organisation	✓		
c. Analytical Skills in the use of contextual and performance data to inform decision making	✓		
d. Technical skills in the use and sharing of information from management information systems		✓	
Qualifications			
Role Requirements.	Job specific examples (if left blank refer to left hand column)	Essential	Desirable
a. Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
b. Tertiary qualification in a relevant subject area.			✓
Other Requirements The job involves travel for business purposes.			

Manager Signature: Alex Dewsnap	Employee Signature
Job Title: Acting Corporate Director Resources	Job Title
Date: 18th August 2022	Date