

**Harrow Council
Senior Management
Restructure**

Consultation Pack

March 2008

5 March 2008

Dear Colleague

This pack describes my proposals for restructuring Senior Management.

The purpose of the changes is to put in place revised structural arrangements, which in my view better meet the challenges we face going forward, both as a council but also for Harrow as a place to live, work and visit. The aim is to maximise all possible opportunities in order to get us to be an excellent council not just in CPA star rating terms but more importantly in our residents' eyes in terms of the quality of services we provide.

In arriving at my proposals, I have also taken account of the feedback we have received from the various inspection reports and more latterly from the IDeA Peer Review in December 2007. I have also taken the opportunity to speak to all my Corporate Directors and also reflected on the many comments I have received since joining, particularly from my Corporate Leadership Group, but equally important, also from the staff forums I run twice a year and monthly Chief Executive's luncheons I undertake.

Separate from this exercise, I have tasked Corporate Directors with a programme of work in their own areas, which I believe will support my overall objectives and, where appropriate, will be the subject of separate discussions / consultation.

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

The following pages describe, in more detail, the proposals for the restructure, rationale for the changes, and the process for moving from the current structure to the new. Draft job descriptions have been developed for new roles within the proposed structure and these are enclosed as appendices.

The consultation period for the proposed structure is 4 weeks and will end at 5.00pm on 1st April. I will meet to formally discuss the proposals with all Senior Managers at 12.00 on 5 March in Committee Room 5 where you can raise, with me, any questions about the proposals. I have made diary space to meet with individual managers, so if you want to discuss any concerns with me on a one-to-one basis, please contact Sheron Laughlin on extension 2001, who will make the necessary arrangements. Alternatively, I am very happy to receive any written comments/feedback during the consultation process. The trade unions are also being consulted on my proposals and responses to this consultation can be made either directly to me or via your trade union.

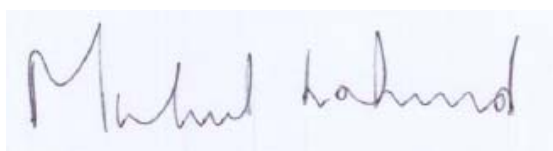
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I confirm the timetable for this consultation exercise is:

- 5 March – 12.00 to 1.00 in Committee Room 5. - Meeting with Senior Managers to issue Consultation Pack and commence consultation.
- 13 March – Cabinet consider report on proposals
- 1 April – Closing date, 5pm, for responses to consultation.
- 2 April - Meeting with Senior Managers to feedback following consultation.
- 10 April – Cabinet approval of final structure

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

Yours sincerely,

A handwritten signature in blue ink that reads "Michael Lockwood". The signature is written in a cursive style and is centered within a light blue rectangular background.

Michael Lockwood
Chief Executive

1. Current structure

The current Senior Management structures were initially developed as part of the wider Organisational Review that commenced in January 2007. When I joined the Council in April 2007, I made clear that although I believed the Organisational Review improved the Council's management structures, I reserved the right to review the position if I believed further changes were necessary. These proposals reflect my view that further changes are needed if this organisation is to reach its potential.

2. Rationale for restructuring

- 2.1 The findings from the recent inspections and more latterly from the IDeA Peer Review have confirmed that whilst we have made good progress in recent times, there are still significant challenges ahead and the organisation must make some step changes if we wish to achieve our objective of being recognised as one of the best London Councils by 2012. Our position as one of the lowest performers in CPA terms in 2007 confirms this need.
- 2.2 In order to achieve this objective, I must ensure that the Senior Management team is configured to deliver the necessary organisational improvements and bring about the step changes in delivering our services.
- 2.3 During January and February I met individually with each of the Corporate Directors to explore their views on the changes that need to be made to achieve our objective and their contributions have been important in developing these proposals. I have also reflected on the many comments I have received since joining, from my Corporate Leadership Group, Staff Forums, Chief Executive's luncheons and from Councillors.
- 2.4 It is important to note that my proposals do not seek to 'unpick' the majority of the changes brought about by the Organisational Review in 2007. The objectives of those restructurings remain valid and they have already produced service improvements in some areas.
- 2.5 I have also discussed my proposals with the Leader and Portfolio Holders who have indicated their support.

3. Proposed structure

- 3.1 The proposed structure is attached at appendix 1 and the key changes proposed are set out below:
- 3.2 The following posts are deleted:

Corporate Director, Strategy & Business Support

This post is to be deleted. The postholder is therefore potentially displaced and will be eligible to be considered for vacancies within the new structure.

The following arrangements for managing the functions currently within the Strategy & Business Support Directorate are therefore proposed:

- The Director of Legal and Governance Services (Monitoring Officer) will report directly to the Chief Executive
- Council Tax and Housing Benefits will transfer to the Corporate Finance Directorate and the current Head of Service will report to the Corporate Director of Finance (S151 Officer).
- The functions of Customer Care (including Access Harrow), the Business Transformation Partnership, Strategy & Performance Improvement, Scrutiny, Communications and Human Resources and Development, which are key to driving organisational improvement and delivery of our change agenda, will be located in a new Chief Executive's Department. It is proposed that the Customer Care postholder should have responsibility across the Council for ensuring amongst other things consistency of both Customer service standards and customer experience. (See Appendix 4).

Director of People, Performance and Policy

This post is to be deleted. The postholder, who is currently appointed as Interim Corporate Director of Adults & Housing is therefore potentially displaced and will be eligible to be considered for vacancies within the new structure.

3.3 The following new posts are created:

Corporate Director, Place Shaping

This post reflects the lead role that the Council must take in managing the place shaping agenda for Harrow if we are to realise our and our community's ambitions through to 2012 and beyond. The postholder will with Members, staff, partners and stakeholders develop and agree an overall vision/masterplan for Harrow. Specifically, the post will also have responsibility for managing strategic development projects, including the town centre development (with Planning) and the long-term development of the Civic Centre site. The post will also be responsible for the strategic management of our property portfolio and developing options for co-location with our strategic partners e.g. PCT, Police etc.

Assistant Chief Executive

A new post of Assistant Chief Executive is to be created to support the Chief Executive and to co-ordinate the work of the new Chief Executive's Department (see above).

3.4 In addition to the proposals outlined above the following changes will be considered:

- A review will be undertaken of our corporate complaints function, with one option being to co-ordinate all activities through the customer care role in the Chief Executive's Department.

- A review will be undertaken of our information gathering work across the Council e.g. vitality profiles, demography trends, with one option being to bring together all activities and functions (including partners) to form a single intelligence unit to better support the Council and Harrow Strategic Partnership.
 - Place Shaping responsibilities and certain key professionals in Community & Environment may transfer to the new Place Shaping Directorate.
- 3.5 There are no other changes proposed to the senior management structure. (Note recruitment is currently in progress for the posts of Divisional Director Environment and Divisional Director Planning in the Community & Environment Directorate).

Consultation on new job descriptions

- 3.6 Draft job descriptions for the proposed new roles and roles with changed responsibilities are included within the consultation and are attached as appendices to this pack. Job descriptions for Chief Officer posts will also be subject to consultation with the Chief Officer Employment Panel

Job Titles

- 3.7 Chief Officer posts at 3rd tier will continue to be designated as Directors. All other 3rd tier posts will be designated Divisional Director.

Job Evaluation

- 3.8 New job descriptions will be subject to evaluation.

4. Process of moving from the current to the proposed structure

- 4.1 I will be taking a report on my proposals to Cabinet on 13th March 2008. I will present, with my report, any comments and views I have received from Senior Managers at that time. I will ask that my final recommendations be approved by Cabinet on 10th April, or if that is not feasible, that authority be delegated to the Leader to approve them.
- 4.2 It is intended that this consultation will conclude on 1st April 2008. Following this I will draft a report to either the Cabinet or the Leader setting out my recommendations, including all the comments and views expressed by Senior Managers through the consultation period. Chief Officer colleagues will be able to attend the meeting where the decision is taken, and make representations to Cabinet or the Leader before a final decision is made. (The usual arrangements for representation would also be applicable).
- 4.3 Once a decision has been made, the appointment process for the posts in the new structure will commence. The process that will be applied, including the process for raising complaints will be the Council's Protocol for Managing Organisational Change.

Appointments

- 4.5 The appointment process will be in accordance with the Council's Protocol for Managing Organisational Change, which is available for you refer to on the intranet. Appointments to Chief Officer posts will be made by the Chief Officer Employment Panel.

Set out below, are my proposals for appointment to each of the posts in the new senior management structure:

Minor Variations

- 4.6 I propose to deal with any changes to responsibilities, job titles or reporting lines to the following posts by exchange of letter.

Corporate Director, Finance
Director of Legal & Governance Services
Head of IT
Head of Audit & Risk
Head of Shared Services
Head of Human Resources & Development
Head of Strategy & Improvement
Head of Modernisation & Integration

Appointment by job matching and assimilation

- 4.7 The following post is changed. A job matching exercise has been undertaken which identified a similar role in the new structure. Therefore, subject to there being no others with a comparable claim to the post, I am proposing that assimilation is appropriate as set out below:

Old Post	New Post
Director of Business Transformation & Customer Services	Director of Customer Care & Business Transformation

- 4.8 If there are others with a comparable claim to the post, then assimilation may not apply and ring fencing and/or competitive selection will be considered.

Deleted posts

- 4.9 The following posts are deleted in the new structure and therefore the post holders are at risk of redundancy and entitled to be considered for redeployment to any vacant posts within the new structure.

Deleted Posts
Corporate Director, Strategy & Business Support
Director of People, Performance and Policy

Appointment to new & vacant posts

- 4.10 Those senior managers displaced by these proposals will be considered for redeployment to new and vacant posts. Appointment to remaining vacancies will be by open competition as there is no close or exact match between them and any current posts.

New Posts	Vacant Posts
Corporate Director, Place Shaping	Corporate Director, Adults' & Housing Services
Assistant Chief Executive	Divisional Director, Environmental Services
	Divisional Director, Planning & Enterprise

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

5. List of Appendices

- Appendix 1 – Proposed Senior Management structure
- Appendix 2 – Draft job description for Corporate Director, Place Shaping
- Appendix 3 – Draft job description for Assistant Chief Executive
- Appendix 4 – Draft job description for Director of Customer Care & Business Transformation