

**Harrow Council
Senior Management
Restructure**

Consultation Pack

21st October 2011

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Dear Colleague

This pack describes my proposals for restructuring the Senior Management team.

The purpose of the changes are 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, learn, work and visit. The aim is to further build on the successes we have achieved and more importantly continue to improve our residents' views of us in terms of the quality of services we provide.

In arriving at my proposals, I have taken account of the fact that we now live in very different financial times – the organisation is required to save some £60m (30% of our controllable costs) over a 4 year period and the desire quite rightly for politicians to protect front line services wherever possible. This is reflected in a smaller senior management team and is part of my commitment to reduce the number of senior managers from 30 to 20.

I have also taken the opportunity to speak to a number of Councillors across all political parties, some of our partners and all my Corporate Directors. I have also reflected on the comments I have received from my Corporate Leadership Group, but equally important, also from staff forums I run twice a year. Some of the issues they have raised form part of my proposals.

Separate from this exercise, I will task Corporate Directors with a programme of work within their own areas, which I believe will support my overall objectives and, where appropriate, may be the subject of separate discussions and 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 in the best interests of the council and our residents, 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. The job description for Corporate Directors within the proposed structure has been revised and a draft is enclosed at appendix 3.

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The consultation period for the proposed structure is 4 weeks and will end at 5.00pm on 18th November 2011. I will meet to formally discuss the proposals with all Senior Managers at 10.00 on 21st October 2011 in the Chief Executive's Boardroom where you can raise, with me, any questions about the proposals. I have also made diary space available on the 28th and 31st October, 1st, 3rd, 7th, 11th, 14th and 17th November to meet with individuals, so if you want to discuss any issues with me on a one-to-one basis, please contact Sheron Laughlin on extension 8447, who will make the necessary arrangements. Alternatively, I am very happy to receive any written comments/feedback during the consultation process. All Councillors and the recognised trade unions are also being consulted on my proposals and the consultation pack will be available on the hub so that all staff are aware of the proposals. Chief Officer Employment Panels will be convened in early January.

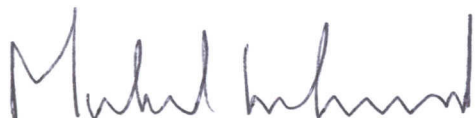
Responses to this consultation can be made either directly to me or via your trade union.

I confirm the timetable for this consultation exercise is:

- 21st October 2011 – 10am in Chief Executive's Boardroom, meeting with Corporate Directors to issue Consultation Pack and commence consultation.
- 21st October 2011 - 12.00 in CR1&2 meeting with Divisional Directors to inform them of the proposals and consultation
- 17th November 2011 – Cabinet consider report and comment on proposals
- 18th November – 5pm Closing date for responses to consultation.
- 24th November 11.00 in Chief Executive's Boardroom - Meeting with Corporate Directors to feedback following consultation.
- 15th December – Cabinet approval of final structure

You will be aware that further information, guidance and support is available from Jon Turner, 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,



Michael Lockwood
Chief Executive

1. Current structure

The current Senior Management structures have been in place for over 3 years and have served the Council well. The Council has come a long way in that period from being regarded as one of the worst councils in the country to a council that is now recognised as one of the best. Despite that, I now believe it is time to revisit those structures mindful of the new financial and policy context and the new vision and priorities of the Council. The changes also reflect my view of the future needs of the council from its senior management team.

2. Rationale for restructuring

- 2.1 The world has changed significantly in the last year or so. Central Government's policy of deficit reduction is driving a fundamental shift in policy direction for local government towards a role more about supporting and encouraging community involvement, collaborating with partners, commissioning services based on evidence of need and outcomes and ensuring fair and equal access to services rather than direct service provision. It has also resulted in drastic cuts to public spending, which means the Council has to make significant financial savings in addition to those already made to date. In approaching this, the administration has made it clear that, as far as possible, it wishes to protect the front line services residents receive.
- 2.2 The drive towards greater localism is mirrored by our own administration's desire to improve the way we engage and involve residents and service users in shaping, delivering and holding our services to account. We are currently undertaking the biggest transformation programme this council has seen, which will result in a Council that better enables residents to be more actively involved in creating solutions, is more agile in responding to needs and is able to bring its resources and those of other partners together to improve outcomes for residents. Central to this is the introduction of a commissioning framework, which will decide how to use the total resource available within the borough to improve key outcomes for residents in the most efficient, effective and sustainable way.
- 2.3 I believe a restructure of the Senior Management Team is therefore needed and is integral to delivering the type of organisation we want to be in the future. This restructure is therefore designed to enable us to better respond to the challenges ahead whilst continuing to make a step change in our improvement journey.
- 2.4 Between August and October I informally met with individuals on CSB 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 from my Corporate Leadership Group, Staff Forums, Councillors and partners.

- 2.5 It is important to note that my proposals are about building on our successes to make us fit for purpose for the challenges ahead. However, given the scale of change ahead, I will wish to revisit the structure again in 18 months time to decide if any further changes are required as a result of phase 2 of transformation.
- 2.6 I have also discussed my proposals with the Leader, Portfolio Holders and Leader of the Opposition who have indicated their support in principle subject to this consultation.

3. Proposed structure

3.1 The proposed senior management structure is attached at appendix 1. (For comparison purposes the current senior management structure is attached at appendix 2.) The Senior Management Team is reduced from 8 to 5. The key changes proposed are set out below:

3.2 The following posts are deleted:

- i) Corporate Director, Place Shaping**
- ii) Corporate Director, Community & Environment**
- iii) Corporate Director, Adults & Housing**
- iv) Assistant Chief Executive**

- The 4 posts above are to be deleted. The post holders are therefore potentially displaced and will be eligible to be considered for vacancies within the new structure.

v) Corporate Director, Finance

- This post is currently vacant and will be deleted.

3.3 The following new posts are created:

i) Corporate Director, Environment and Enterprise

- This post will lead a new directorate that brings together services in the current Place Shaping directorate with those 'neighbourhood' services in the current Community & Environment directorate to provide a real focus on the quality of Harrow as a place.
- There is the potential for significant change to the way the services brought together by this new directorate will be delivered as a result of our approach to commissioning and transformation, the drive for greater resident engagement and involvement and discussions in London and elsewhere about collaborative working or alternative service providers. Consequently, the directorate could end up looking very different and could require different leadership qualities and management skills as a result. Therefore, I am proposing that this is a fixed term post for a period of 2 years to oversee the transformation.

- I also believe that in bringing these services together there are opportunities to rationalise management arrangements at the 3rd tier and below and I will expect the post holder to demonstrate how this can be achieved within 3 months.

ii) Corporate Director, Community Health & Wellbeing

- This post will lead the services currently in the Adults & Housing directorate. In addition, I am proposing that the Community and Culture services, currently within the Community & Environment directorate, and public health, when it becomes a local authority function in April 2013, transfer to this directorate.
- I believe there are significant synergies between adult social care, housing, public health and cultural services, and therefore real advantages to bringing them together to provide better joined up services that will contribute to improving the health and well-being outcomes for our residents. I also consider there to be significant opportunities to give users of these services greater choice and control over the services they receive through greater personalisation. Specifically, these changes should also help to join up our investment in and engagement with the voluntary and community sector.
- I also believe that in bringing these services together there are opportunities to rationalise management arrangements at the 3rd tier and below and I will expect the post holder to demonstrate how this can be achieved within 3 months.

iii) Corporate Director, Resources

- This post will lead a new directorate that brings together all the Corporate Services in the Council into one place. Specifically, it will combine the services currently provided in the Finance directorate, Chief Executive's directorate and in Legal and Governance.
- Integrating these three directorates into one and driving out the associated efficiencies is a significant undertaking. Therefore, to avoid de-stabilising these areas at a time when their capacity to support the council's transformation programme is critical, I am proposing that the current Interim Corporate Director of Finance be directly employed by the council, on a fixed-term contract of 18 months, to undertake the role of Interim Corporate Director of Resources and S151 Officer. This proposal will enable the Interim Corporate Director to continue to focus on delivering the necessary improvements in financial management and following the appointment of the new Corporate Director of Resources, provide the organisational capacity to ensure the new Directorate is effectively established and progress against delivery of the Council's transformation programme is maintained.

- I believe there are significant opportunities to enable further back office rationalisation, maximise efficiency and productivity and make considerable savings in bringing these areas together and I will be tasking the post holder to bring me proposals as to how this will be done within 3 months.
- 3.4 My proposals, reduce the number of senior management posts and therefore potentially affect the PA support arrangements, specified in the Business Support project. Consequently, I am also seeking the views of PAs as part of my consultation.
- 3.5 My aim in making these changes is also for the new CSB to better focus on the strategic issues the Council faces and the community's needs as a whole, rather than just from an individual directorate's perspective. The move towards a commissioning model for Harrow will also require a different leadership style and culture. In essence, I am looking for more strategic leadership from my senior management team going forward. To further reinforce this I will ensure issues are looked at cross council and each Corporate Director will have a cross council role leading on a specific issue e.g. equalities, community engagement, commissioning, voluntary sector, culture change/staff engagement etc. in order to ensure that our approach to these important areas is more consistent across the organisation. Also, given the wider remit of each Corporate Director, I will, with the agreement of Cabinet, look at instigating Directorate wide portfolio holder meetings instead of the current individual portfolio holder meetings.
- 3.6 Consequently, rather than simply drafting revised job descriptions for the proposed new roles in my proposals; I have revised the job descriptions for all Corporate Directors, so that they better reflect the broader leadership changes identified above.
- 3.7 The current structure does not include an official deputy Chief Executive. In the Chief Executive's absence a Corporate Director deputises according to the duty director rota. Once the new structure is in place I will review this and as part of this consultation I would welcome your views on appointing an official deputy and the role they could play.

The Future of the Corporate Leadership Group (CLG)

- 3.7 The Corporate Leadership Group (CLG) of the top 30 managers that meet every 6 weeks has served its purpose well since its creation. Managers at this level have developed and now have a better understanding of cross council issues and potential linkages with work other colleagues are doing and thereby are making a more positive collective contribution to the future direction of the organisation. There are some very able people at this level who I would like to further develop as future leaders of the council. However, the membership, role and terms of reference of the group will need to be reviewed in light of the changes proposed by this restructure and subsequent proposals that Corporate Directors will bring forward to ensure it reflects the new organisational structure and vision. I would also like to explore with CLG the possibility of them becoming an operations board for the Council to better

deal with the day-to-day issues thus freeing CSB to focus on the key strategic issues we face.

Examples of some of the work it could take forward include;

- Developing and delivering cross cutting projects eg. Utilisation of assets, business support, mobile and flexible working.
- Fix future cross cutting problems eg. Adaptations.
- Develop shared service proposals agreed at CSB.
- Act as a delivery board for transformation phase 2; and
- Join up activities such as community engagement, equalities, voluntary sector activity as agreed by the CSB lead.

Consultation on new job descriptions

- 3.8 A draft generic Corporate Director job description is included within the consultation pack and is attached as appendix 3. Job descriptions for Chief Officer posts are also subject to consultation with the Chief Officer Employment Panel.

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 17th November 2011. 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 15th December 2011, 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 18th November 2011 at 5pm. A meeting will be held with Corporate Directors on 24th November to feedback on the consultation. Following this I will draft a report to either the Cabinet or the Leader setting out my recommendations, including 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. The appointment process for Chief Officer posts will also be subject to consultation with the Chief Officer Employment Panel.

Appointments

- 4.4 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 which should be convened in January.

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

Minor Variations

- 4.5 The role of Corporate Director Children’s Services is unchanged. The directorate has been through a significant reorganisation and senior management restructure earlier in the year with the introduction of the Integrated Targeted Children’s Services Model. The new structure will enable Children’s Services to continue to improve the services it offers and to deal with the significant central government policy changes and budget reductions whilst keeping children safe and protecting their well-being. However, I am proposing that the job description is revised in line with those of other Corporate Director posts to reflect the broader leadership changes identified above and the post title changed to Corporate Director, Children and Families.
- 4.6 The role of Director of Legal & Governance Services is unchanged, however I am proposing that the post holder reports to the new Corporate Director of Resources post.

Appointment to new posts

Appointment by job matching and assimilation

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

Old Post	New Post
Corporate Director, Adults & Housing	Corporate Director, Community Health & Well-being

- 4.8 If there are others with a comparable claim to the new 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 current post holders are at risk of redundancy and entitled to be considered for vacant posts within the new structure.

Deleted Posts
Corporate Director, Community & Environment
Corporate Director, Place Shaping
Assistant Chief Executive
Corporate Director, Finance (vacant)

Appointment by ringfenced interview

- 4.10 The following posts are new posts, which do not closely match the duties and responsibilities of any post in the current structure. Therefore, subject to there being no others with comparable claims, I am proposing that these posts are ringfenced to post holders in the current structure as set out below:

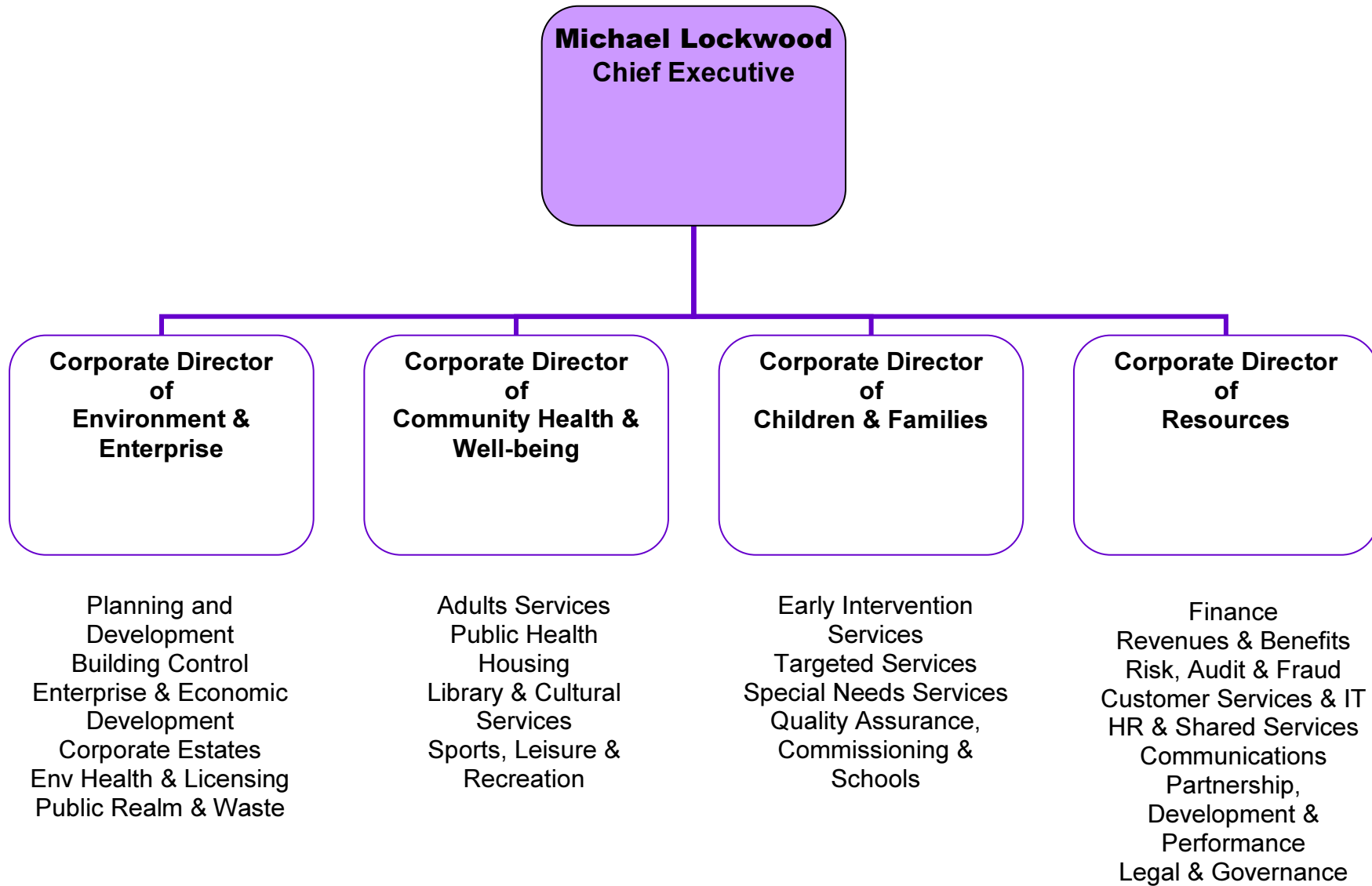
New Posts	Ringfenced to
Corporate Director, Environment & Enterprise	Corporate Director, Place Shaping Corporate Director, Community & Environment
Corporate Director, Resources	Assistant Chief Executive

- 4.11 Senior managers displaced by these proposals will be considered for redeployment to any remaining vacant posts. In the event that there are no redeployees or others with comparable claims, appointment will be by open competition.
- 4.12 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.
- 4.13 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.

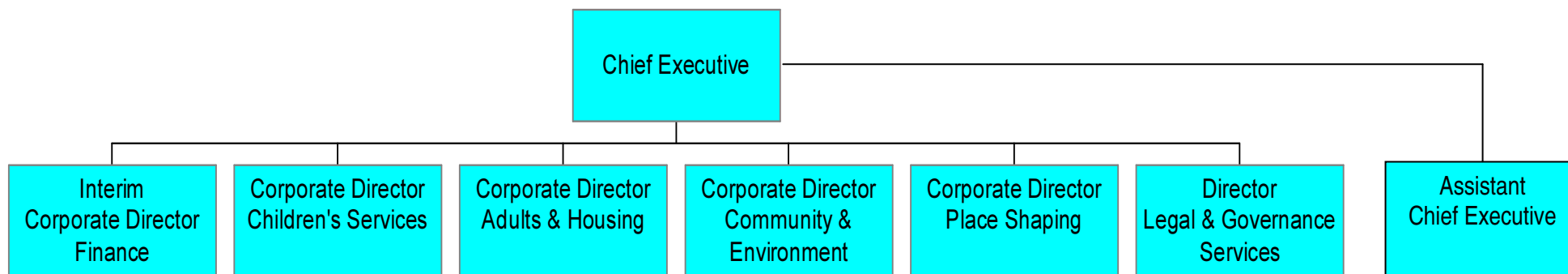
5. List of Appendices

- Appendix 1 – Proposed Senior Management structure
- Appendix 2 – Current Senior Management Structure
- Appendix 3 – Draft generic job description for Corporate Directors

Appendix 1: Proposed new senior management structure



Appendix 2 – Current senior management structure



LONDON BOROUGH OF HARROW

Corporate Director, Template

Responsible to:- Chief Executive

Job Purpose

The post is one of XX Corporate Directors responsible with the Chief Executive for the strategic and general management of the council and specifically the **XXX** Directorate.

To be the Council's XXXXXX and responsible for duties as set out in the statutory guidance on role and responsibilities.

MAIN ACCOUNTABILITIES

Leadership

1. Together with the Chief Executive and members of the council's Management Board, and in collaboration with elected members, establish and implement a vision for Harrow in the development of its services, organisation and workforce.
2. Demonstrate effective strategic leadership and good governance through high standards of personal behaviour
3. Ensure that structures and processes inform sound decision-making and service delivery
4. Deliver efficiency and value for money and sound financial management
5. Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within the organisation
6. Develop and maintain a culture that encourages innovation and improvement
7. Develop and maintain a healthy and effective interface between the Council Members and Officers
8. Provide well-evidenced and sound advice directly to the Chief Executive, cabinet, portfolio holders and other members of council and attend council, cabinet and other committees and events as required

9. Promote a positive image of Harrow externally and represent the council at local and national level attending and presenting at such conferences, seminars, meetings and working parties as may be required.
10. Represent the council and/or the Chief Executive in discussions with partner organisations and other stakeholders.
11. Lead and direct corporate and cross council activities as specified by the Chief Executive.
12. Deputise for the Chief Executive within functional areas and other areas as specified by the Chief Executive.

Commissioning

13. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
14. Maintain and develop an effective framework for consultation and engagement with service users, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
15. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
16. Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for Council Tax payers
17. Oversee and ensure implementation of service development and delivery plans
18. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
19. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.
20. Ensure in conjunction with strategic partners, government and other agencies the achievement of council objectives and the fulfilment of statutory obligations and national requirements.

Partnership

21. Maintain and develop effective relationships with key partners, service providers and stakeholders and the wider community to facilitate high quality commissioning of services.

22. Maintain and develop effective relationships with relevant government departments and other national or regional bodies.
23. Ensure the council is equipped to meet government requirements and inspection requirements.

Performance and Resource Management

24. Provide effective management arrangements to ensure delegated resources are used to best effect to deliver agreed outcomes
25. Sustain a culture to encourage meaningful contribution by employees through their continuing development and commitment
26. Develop and maintain effective governance and performance frameworks to clarify accountabilities, expectations and ensure that effective monitoring, reporting and challenge mechanisms are in place
27. Participate in effective civil emergency planning, leadership and management.

Equality and Diversity

28. Provide leadership, communication and action, which will exemplify the Council's values, sense of purpose and commitment to ensure equality of opportunity and strengthen cohesion in the local community.

ROLE SPECIFIC ACCOUNTABILITIES

29. *Fulfil the statutory role of XXXX and ensure that the associated statutory duties are discharged.*

30. Lead and direct the strategic and general management of the following services / functions on behalf of the council:

- **XXXX**

31. *Lead and direct the effective development and implementation of the following key strategies on behalf of the council: -*

- **XXXX**

32. To act as lead officer and directly advise the Chief Executive, relevant council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the **XXX** Directorate.

Dimensions

- This is a Chief Officer post and reports to the Chief Executive
- **Responsible for the effective management of delegated budgets**
 - Revenue budget in the order of £XXm
 - Capital budget in the order of £XXm
 - *Any other delegated budgets e.g. pooled budgets*
- **Directly manages X Directors / Head of Service and has overall responsibility for XXX employees.**
- *The post has overall statutory responsibility for XXX*