

Susan John, Principal  
Committee Co-  
ordinator

020 84892615

susan.john@haringey.gov.uk

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To: All Members of the Staffing and Remuneration Committee

Dear Member,

Staffing and Remuneration Committee - Monday, 5th February, 2018

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

**6. SENIOR MANAGEMENT RESTRUCTURE**

Report of the Chief Executive.

Yours sincerely

Susan John, Principal Committee Co-ordinator  
Principal Committee Co-Ordinator

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**Report for:** Staffing & Remuneration Committee – Monday 5<sup>th</sup> February 2018

**Item number:** 6

**Title:** Senior Management Restructure

**Report authorised by :** Zina Etheridge: Chief Executive and Head of Paid Service

**Lead Officer:** Mark Rudd: Assistant Director Shared Services

**Ward(s) affected:** N/a

**Report for Key/  
Non Key Decision:** N/a

## **1. Describe the issue under consideration**

- 1.1 The Chief Executive and Head of Paid Service intends to carry out a restructure of the Council's Senior Management Team. This restructure will affect the Corporate Leadership Group (CLG) being the Council's Directors and Assistant Directors, together with the Senior Leadership Team.
- 1.2 Following the appointment of a new Chief Executive, an interim structure has been in place whilst informal feedback on the future structure of the Senior Management Team was gathered from members of Corporate Leadership Group (Directors and Assistant Directors).
- 1.3 A number of key themes emerged during the informal feedback which supported the case for change. The Chief Executive and Head of Paid Service now intends to commence formal consultation on the proposed changes with Corporate Leadership Group (Directors and Assistant Directors) on Tuesday 6<sup>th</sup> February 2018. The restructure will be undertaken in line with the Council's Restructure Policy.

## **2. Cabinet Member Introduction**

- 2.1 Not applicable

## **3. Recommendations**

- 3.1 That the Committee note the contents of this paper.

## **4. Reasons for decision**

- 4.1 The Chief Executive and Head of Paid Service is intending to carry out a restructure of the Senior Management Team. This restructure will affect the Corporate Leadership Group (CLG) being the Council's Directors and Assistant Directors, together with the Senior Leadership Team. This paper is designed to keep members of Staffing and Remuneration Committee informed of the proposals.

- 4.2 Permanent recruitment to some of these posts will require the approval of the Staffing and Remuneration Committee, which is responsible for the appointment of chief and deputy chief officers. Such decisions will be brought back to this Committee for consideration in due course.

### **5. Alternative options considered**

- 5.1 Do Nothing – this is not an option. Failure to not restructure the strategic leadership of the Council in line with the changing demands could impact the Council's ability to deliver on its priorities and Corporate Plan.

### **6. Background information**

- 6.1 Following the appointment of a new Chief Executive, an interim structure has been in place whilst informal feedback on the future structure of the Senior Management Team was gathered from members of Corporate Leadership Group (Directors and Assistant Directors).

- 6.2 A number of key themes emerged during the informal feedback which supported the case for change:

6.2.1 To establish the strategic leadership required to deliver the Council's priorities

6.2.2 To achieve a flatter, more coherent senior management structure and effective reporting lines

6.2.3 To build on the progress already made towards a more joined up, corporate way of working

6.2.4 To create stability within the Senior Management structure during a time of change within the elected leadership of the Council

6.2.5 The need to develop our approach to partnership working, especially in response to the Joint Targeted Area Inspection and to achieve a more joined up service for young people and families

6.2.6 To ensure that teams are located in the right place. For example, aligning Strategic Procurement with service delivery demonstrates that we recognise that working relationships are more important than traditional structures. Similarly, there is a need to ensure that Health and Safety and Emergency Planning are positioned where they can best deliver

6.2.7 The need to ensure that the senior leadership of the council is as cost effective as possible whilst delivering the strong leadership for successful delivery of our priorities

**7. Contribution to strategic outcomes**

7.1 This report indicates the intention of the Chief Executive and Head of Paid Service to carry out a restructure of the Council's Senior Management Team. These officers are responsible for the strategic leadership of the Council, delivery of its priorities and Corporate Plan.

**8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

8.1 Finance

The restructure aims to be cost neutral with no significant increase in the number or cost of the Senior Management Team. Following consultation and confirmation of all changes to existing posts, a further report will be submitted to the Committee advising the overall impact of the change.

8.2 Procurement

Not applicable

8.3 Legal

The Assistant Director of Corporate Governance has been consulted on this report. The Chief Executive is intending to carry out a restructure of the Council's Senior Management Team, in accordance with Part 3 Section E Section 2 of the Council's Constitution, such changes are to be contained within existing budgets and in accordance with agreed procedures and legislative requirements. This restructure will affect the Corporate Leadership Group (CLG), being the Council's Directors and Assistant Directors, together with the Senior Leadership Team.

The appointment or dismissal (including by way of redundancy) of Chief and Deputy Chief Officers will require the approval of the Staffing and Remuneration Committee. Such decisions will need to be brought back to this Committee for consideration in due course.

It is noted that the restructure will be undertaken in line with the Council's Restructure Policy.

8.4 Equality

An Equalities Impact Assessments (EQIA) will be prepared as part of the consultation in line with the Council's Restructure Policy. An updated EQIA will be prepared following any agreed changes as a result of consultation and form part of the final report to be considered by the Chief Executive in making her final decision on the structure.

**9. Use of Appendices**

9.1 Not applicable

**10. Local Government (Access to Information) Act 1985**

10.1 Not applicable