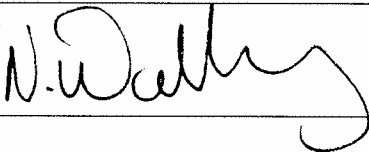


**Haringey** Council

Report for:	Corporate Committee 22 January 2013	Item Number:	
Title:	Temporary Director / Senior Management Arrangements		
Report Authorised by:	Nick Walkley, Chief Executive		
Lead Officer:	Nick Walkley, Chief Executive		
Ward(s) affected: All	Report for Key/Non Key Decisions:		

**1. Describe the issue under consideration**

- 1.1. The Chancellor's Autumn Statement confirmed that the downward pressure on public sector will continue for the next five years and potentially beyond. This means that all local authorities, including Haringey, will need to meet the challenges of increased demand, rising expectations and significant demographic change with much reduced resource. Such challenges will require a systematic appraisal of the council's current organisational structure, including its Senior Management Team, to ensure that it has the right skills and leadership in place to deliver against this challenging agenda.
- 1.2. As Head of Paid Service I intend to bring forward proposals for reorganisation of the council's structures. These proposals will require a period of Member and stakeholder engagement to ensure alignment with local priorities. However, given the pressures facing the authority, I intend to bring back options and recommendations to this committee within this calendar year.
- 1.3. I expect proposals to come in phases. Firstly, a review of capacity at "Assistant Director" and "Head of" level to ensure the authority has the right skills to lead a wider programme of corporate improvement. This in turn should lead to proposals for further changes within services as part of the development of options for the period 2014-15 and beyond. These changes along with the development of new strategic plans should lead to new leadership requirements and structures at Director level.



## Haringey Council

1.4. In the short term it is already evident that there are a number of pressures that require a more focused and directed effort to ensure delivery. These are:

- Proposals and funding options for the regeneration of Tottenham
- Savings proposals for the 2014-15 budget
- Improvements to customer services and implementation of the Residents' Strategy
- Performance improvements in key service areas
- Development of options and delivery plans for savings to 2017

1.5. This report outlines interim proposals aimed at providing clearer focus and accountability as well as adding capacity to Directors' Group for the coming financial year.

## 2. Recommendations

2.1 That Members agree:

- Implementation of the proposals set out in this report as from 1 February 2013
- The creation of a temporary Director of Strategy and Performance post to be filled on a secondment basis
- The creation of a temporary Deputy Director of Place and Sustainability post to be appointed from amongst the existing management team.

## 3. Detailed proposals

3.1 For 2013-14 the following changes in line management responsibilities are proposed.

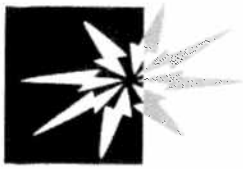
3.2 The **Director of Resources and S151 officer** will focus on financial challenges, financial control and efficiency. This will enable the council to prepare for and respond to the unprecedented level of reductions to our budgets and to develop a detailed Medium Term Financial Strategy.

3.3 Reporting to this director will be:

- Finance
- Procurement
- Audit

3.4 The **Assistant Chief Executive** will focus on improving customer service and driving the implementation of the Residents' Strategy. The aim of this work will be to ensure that we are meeting the needs of residents efficiently and effectively. Central to this is making the best use of evolving technologies.

3.5 The ACE will also continue to lead Human Resources, where early proposals for change will enable wider change in the organisation.



3.6 Reporting to the Assistant Chief Executive will be:

- Benefits and Local Taxation and Customer Services
- Information and Communication Technologies
- Human Resources
- Project resource to support delivery of the Residents' Strategy

3.7 There will be no change in the **Children and Young People's Service** reporting arrangements for 2013-14. However, there will be further proposals to ensure that the Director of CYPS has the right capacity in place to support delivery of a challenging change agenda.

3.8 There will be no immediate change in 2013-14 in the reporting arrangements for **Adult and Housing Services** or for **Public Health**.

3.9 The **Director of Place and Sustainability** faces significant challenges to deliver service improvements while at the same time progressing the regeneration of Tottenham. Given the importance of the Tottenham proposals, arrangements for appointment of a Deputy Director from amongst the existing management team needs to be put in place to lead on other P&S work.

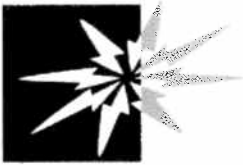
3.10 As this report notes, the council faces a crucial 12 months as it works to improve services on a reduced budget whilst developing plans and strategies to deliver sustainability for the medium term. It is proposed to create a temporary 12 month post of **Director of Strategy and Performance** to join Directors' Group and assist in development of new structures, policy, planning and performance arrangements. The intention is to use a secondment from central government to provide the right blend of skills and connections with Whitehall. This will be vital to ensuring the authority has the capacity and networks to deliver its ambitious agenda. A secondment arrangement also provides a cost effective low risk option for a temporary post.

3.11 Reporting to this director will be:

- Communications
- Strategy and Business Intelligence
- Organisational Development and Change
- Local Democracy and Member Services

3.12 For this interim period the Head of Legal (and Monitoring Officer) will report directly to the Chief Executive.

3.13 Appendices A and B show the current and revised reporting lines.



**Haringey** Council

#### **4. Implementation of the above proposals**

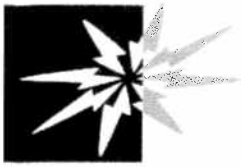
- 4.1 It is proposed that the above arrangements are implemented with immediate effect i.e. from 1 February 2013 until March 2014.
- 4.2 I have already discussed these proposals at Directors' Group and with Trade Unions. A further period of consultation with affected post-holders commenced on 17 January, following publication of this report and an update will be provided at the Committee.
- 4.3 There is one ringfence arrangement proposed – for the appointment of the temporary Deputy Director in Place and Sustainability from amongst the existing management team, and payment of an appropriate honoraria payment. This is a second tier post and as such the selection and appointment process must be undertaken in line with the Council Constitution Part 4 Section K by a member panel.
- 4.4 From 1 April 2013 directors' appraisals will take account of these revised responsibilities.

#### **5. Comments of the Chief Finance Officer and financial implications**

- 5.1 The costs of these proposals relate to the additional salary of one post for a fixed period of 1 year and an honorarium. These are estimated to be £155k inclusive of oncosts for 1 year. As these are one-off costs they can be funded from one-off underspends within the Chief Executive's department in the current year, transferred to reserves and applied in 2013-14.
- 5.2 It will be necessary for strong links to be maintained between the benefits and local taxation service and the Chief Finance Officer given the significant financial implications that those services have on the council's overall financial position. Arrangements will need to be put in place for this.

#### **6. Head of Legal Services and legal implications**

- 6.1 The Head of Legal Services has been consulted on the content of this report. The report sets out proposals for the reorganisation of council services on a temporary basis from February 2013.
- 6.2 The report outlines changes to reporting lines for a number of Directors, Assistant Chief Executive and their direct reports. However, there is only one ringfence proposal - Deputy Director of Place and Sustainability. This involves the appointment of an officer at second tier level and therefore the appointment needs to be as set out in the Council's Constitution at Part 4 Section K, which requires a final decision to be taken by a Section K4 Member Panel.



**Haringey** Council

6.3 It is understood that these changes have been agreed with the relevant Directors and the Assistant Chief Executive and these changes are on a temporary basis in order to deal with the current challenges facing the council. Consultation will be required with individual employees affected by the proposals and with recognised trade unions at appropriate stages. Further a relevant equality impact assessment must be undertaken.

## **7. Equalities and Community Cohesion Comments**

7.1 An Equalities Impact Assessment will need to be undertaken once detailed proposals have been developed.

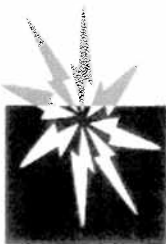
## **8. Use of Appendices**

**Appendix A** – Existing reporting lines

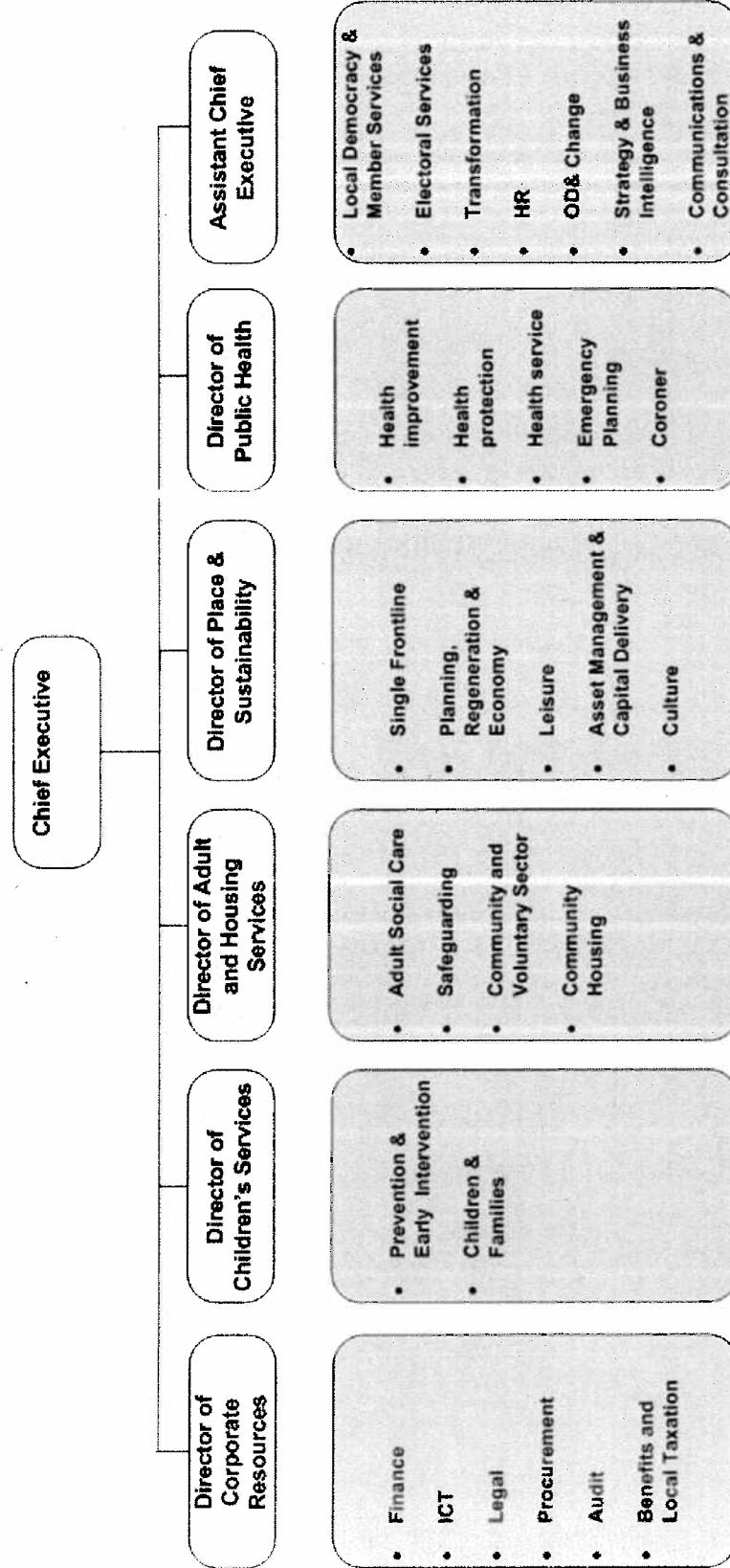
**Appendix B** – Revised reporting lines

## **9. Local Government (Access to Information) Act 1985**

N/A



## Existing reporting lines





# Revised Reporting Lines 2013/14

## Appendix B

