



Haringey Council

Report for:	Corporate Committee 27th June 2013	Item Number:	
Title:	Temporary Assistant Director 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. Corporate Committee on 22 January 2013 agreed the Chief Executive's report to put in place temporary revisions to Director level arrangements for the financial year 2013/14. The report signalled that, given the pressures facing the authority, further work was necessary at the Assistant Director and Head of Service level to ensure the Council makes best use of its available skills in order to support corporate improvement.
- 1.2. This report sets out such revised arrangements for the remainder of this financial year. Corporate Committee is asked to note the arrangements.
- 1.3. The report also identifies specific improvement capacity necessary to accelerate work underway. Corporate Committee is asked to agree the formation of a Corporate Delivery Unit and note changes to the programme management function and arrangements in the Council.
- 1.4. The 22 January report noted that as Chief Executive I would bring forward wider organisation of the Council for Member, staff and stakeholder conversation during 2013 and I expect proposals to be brought to this Committee at its September meeting. The changes set out in this report are therefore temporary, are intended to support improvement activity and inform a wider restructure.



2. Recommendations

2.1 That Members note:

- The temporary changes set out in this report at Assistant Director and Head of Service level to be enacted by 1 August 2013
- Proposals to enhance the programme management approach of the Council

2.2 That Members agree;

- The formation of a Delivery Unit on a temporary basis from 1 July 2013

3. Detailed proposals **Corporate Improvement**

3.1 The 22 January report outlined an early indication of the pressures facing the authority that required focussed and directed effort to ensure delivery, namely:

- Proposals and funding options for the regeneration of Tottenham
- Savings proposals for the 2014-15 budget
- Improvements to customer services
- Performance improvements in key services
- Development of options and delivery plans for savings to 2017 (in the light of the Chancellor's Autumn Statement)

3.2 Further work has translated these early priorities into a six point improvement plan to guide the work of officers over the next 18 months. The priorities are:

- 1) Delivering a new Corporate Plan to focus work on areas of policy priority
- 2) Delivering proposals to balance the 2014/15 budget
- 3) Revised organisation development work
- 4) Ensuring the Council has the right capacity – the remainder of the report deals with this priority
- 5) Establishing four corporate change programmes
- 6) Delivering wider policy and budget options for the period to 2017/18

3.3 The corporate capacity arrangements set out below are intended, wherever possible, to use internal resource or if that is not suitable secondment from within the public sector. This should ensure we offer new opportunities and 'acting up' potential to high performing staff in the organisation as well as sharing skills within Haringey and across the public sector.

Children's services/Adults and Housing

3.4 As already reported to Members the Deputy Director for Adult Services and Commissioning has been seconded to the Children's Service. The post holder's wide-ranging commissioning experience will be used to help advance improvement work in the service. The 12 month vacancy created by this secondment has been filled



Haringey Council

through internal recruitment to an 'acting up' post.

Place and Sustainability

3.5 A more extensive restructure of this directorate is the subject of a separate report on this agenda. These proposals have the support of the Chief Executive and do not cut across corporate proposals.

3.6 The Tottenham Programme Team is now beginning to take shape and will be the subject of future reports to Cabinet. A central aspect of any regeneration, and often neglected, is ensuring that social regeneration keeps pace and is fully integrated with physical regeneration.

3.7 It is therefore proposed to second a senior officer to the Tottenham Team to work on these issues. Given that Adults and Housing already have 'acting up' arrangements in place this secondment will come from the Children's Service management team, and will commence 1st August 2013.

Organisational Development / Customer Services/ Human Resources

3.8 The Customer Services corporate programme will over the next six months move to delivering significant change. Organisational development skills will be central to this and it is proposed to second the Head of OD into the programme to direct this effort.

3.9 The leadership of corporate OD will be brought together with HR for the remainder of the financial year.

Programme Management Office/IT

3.10 The Council has an ambitious programme of change which requires a more structured and corporate approach than currently evident in the council. The Corporate Programme Office needs stronger leadership and wider influence if it is to be successful. The AD for IT has produced proposals for enhancing the Council's programme management and he will be seconded for the next 12 months to implement these proposals. This will create acting up opportunities within IT which will be offered to the management team.

3.11 An enhanced Programme Management Office is likely to require additional resource but this is dependent the number of corporate programmes it manages and such resource would be drawn from the funding from these programmes.

Delivery Unit

3.12 As noted in the 22 January report the Council and community face a number of significant pressures; in addition there are service delivery challenges for the Council and for areas delivered in partnership. To tackle these and support wider corporate improvement work including delivering a new council structure, it is proposed to



Haringey Council

establish a corporate delivery unit.

3.13 The Delivery Unit will be small, no more than six staff and be time limited to 18 months. The Unit will work on a project basis using tools and methodologies adapted from successful work in Whitehall in the Prime Minister's Unit. Typical delivery unit work involves the identification of a service or delivery problem, the development of structured improvement plans and delivery of sustainable improvement.

3.14 The Delivery Unit will report directly to the Director of Strategy and Performance working closely with the Chief Executive and Directors' Group. To establish the Unit the Head of Local Democracy will be seconded to lead this process. During this six month secondment Local Democracy Teams will be line managed by the Head of Legal Services. Staffing the remainder of the Unit will be the subject of internal secondment, offering development opportunities to staff or in limited cases external secondment from government or the wider public sector. Initial costs can be contained within the strategy, performance and corporate business units, however it is anticipated that additional budget will be required as the unit is established. If these costs are estimated to exceed the current budget, they will be the subject of separate reporting to Cabinet. There will be no long term revenue commitment - an important principle is that the Unit is time limited. Such costs should also be weighed against alternative consulting style arrangements.

Structures and Staffing

3.15 This is a limited set of changes subject to internal recruitment which will take place through July. Ahead of an August 1st implementation revised senior structure charts will be shared with all Members.

3.16 Affected post-holders and Directors have been consulted and are in agreement with these proposals

4. Comments of the Chief Finance Officer and financial implications

In the main these proposals will be funded from within the relevant service budgets, by realigning resources. That will apply to revenue budgets and project budgets. The proposals in respect of place and sustainability mentioned at 3.6 are covered elsewhere on the agenda.

4.1 For the establishment of the delivery unit the initial costs will be contained within existing budgets, however it is anticipated that additional budget may be required as the unit is established. This would be one off and not long term. It is likely to span a period of 2 years. An appropriate request for additional resources will be made to cabinet when the level of additional commitment required is known.

5. Head of Legal Services and legal implications



Haringey Council

5.1 It is noted that these changes do not involve any permanent changes to the establishment and the duties will be performed by secondees or officers “acting up” into these roles. When officers are making decisions during this interim period then they will need to be clear of the delegated authority they are acting under.

6. Equalities and Community Cohesion Comments

7. Use of Appendices

8. Local Government (Access to Information) Act 1985

N/A



Appendix A. Improvement Priorities

This Appendix summarises the current sets out improvement priorities for Haringey for the forthcoming year.. It is not a comprehensive description of all that the authority does, or needs to do, but is intended to serve as a set of clear priorities for how the officers should organise and focus to address the problems facing it.

The priorities take the form of a six point plan. Many activities can be funded from within existing resource, others are about resource re-allocation or re-direction of existing programmes Where new investment is required this will be the subject of separate reports to Cabinet.

8.1 A New Corporate Plan

A new plan is required, supported by new PI reporting arrangements as a first step in delivering a more focussed organisation effort. Approval of the Corporate Plan at July Cabinet will be supported by a major internal comms effort using the new tools outlined below.

The Director of Strategy and Performance is leading this work and the draft plan is much shorter than previous iterations.

8.2 A Balanced Budget

There remain considerable savings to be found and it is by no means certain that these targets will be achieved without further service cuts. A short timetable was agreed and draft proposals were presented to the June Cabinet. Reporting this before the summer to Cabinet to allow sufficient time for far more detailed implementation planning to take place to ensure the savings are realised.

8.3 A New Organisational Development Programme

The Council has considerable OD resource but this is currently delivering a training programme rather than corporate OD. A 5-theme programme will run on a six-week cycle through the remainder of the year. This will be supported by new comms infrastructure including a fortnightly staff newsletter, training programmes, desktop and poster campaigns.

A more structured approach to work with the three most senior tiers of management had been introduced with each grouping meeting on a programmed cycle with defined roles and responsibilities. There will be particular emphasis on developing the role of ADs during this period. A learning and development programme for each tier is being commissioned.

8.4 Corporate Programmes



Haringey Council

The Council needs to focus on programme delivery. The proposal is for four corporate programmes that strip away other 'business as usual' and policy development items and replaces them with the most pressing improvement issues facing the Council

Each programme will have a business case, agreed by Cabinet, and a distinct governance structure. This will report to an Officer board, then to Directors Group in Programme Board form and ultimately to the relevant Member/partner forum.

The Corporate Programme will initially contain the following projects:

a) Customer Services

A review of current improvement has already been conducted and this has paused some major decisions, such as the purchase of a CRM, in favour of a short-term improvement programme, which will inform more medium term decisions. Directors Group has agreed the approach and this will come to June Cabinet.

The authority lacks the skills and expertise to deliver the improvement programme and the Cabinet Paper will propose use of a partner to support this for the next 18 months.

b) Tottenham

- Internal Team Established. Sept 2013
- Commission comms/ engagement Framework. June 2013
- Governance Structures in Place
Lead: L Garner

There is still much work to do to get the basic infrastructure in place to support a Tottenham programme as the recent CAB meeting illustrated. This will be a significant commitment for the long term, with the immediate priority being the interim capacity to kick start projects. The Place Services are being reorganised to allow for better support to this programme

c) Children's Service Improvement – Haringey 54,000

- Short Term Action Plan in Place. June 2013
- Outline Business Case Agreed. October 2013
Lead: L Blake

This is the most pressing issue facing the Council. A set of short term activities are now being procured which will deliver some improvements and a business case for investment to support long term improvement. A business case will be presented for approval in the autumn.

d) Corporate Infrastructure



- Council Estate/ Smart Working refresh July 2013
 - Review of support functions Dec 2013
- Lead: S Young

There are a number of good building blocks in place such as the “Smart Working” programme but the support services need to perform more effectively and cheaply and this programme will steer that work. This will include a programme of buildings consolidation. Proposals for this programme will be presented to Cabinet in July.

8.5 Building Capacity

- Senior Pay and Grading Review Sept 2013
- AD reorganisation June 2013
- Corporate restructure proposals Sept 2013
- Creation of Corporate Delivery Unit June 2013
- Revised Programme Office July 2013

For the authority to deliver sustainable change it needs to address significant capacity gaps. Following the agreement of the interim structure a pay and grading review has been commissioned. This should report in September and deliver a new employment package for senior staff. In turn this will set important parameters for a wider restructure at Director level.

In advance of this, work is currently underway to alter AD structures to support corporate programmes and add capacity. Over the next two months there will be changes affecting the Place, Children’s, Adults, Strategy and Assistant Chief Executive functions.

Even with the improvement programmes set out above the authority will still have areas of significant poor and under performance. Moreover the authority struggles to respond to performance issues with high quality improvement planning. It is therefore proposed to create a delivery unit to work alongside services to deliver improvement planning and targeted support. The Delivery Unit will be small, perhaps 4 or 5 people, be time limited – two years – but will act to increase the pace of improvement across the authority. The Delivery Unit will report to Zina Etheridge and be made up of a mix of internal secondees and external appointments.

8.6 Beyond 2014

- Zero Based Budget/Community Engagement
- Growth Strategy and Early Intervention Strategy
- 2014 – 17 Corporate Plan
- New Partnership Arrangements.



Haringey Council

These first 5 actions represent a degree of “fixing” and medium term improvement. They will need to be matched by a set of wider strategic actions to support the authority beyond 2014. The ZBB process provides a good opportunity to identify community priorities and begin a wider informed debate about the role of the council and its partners.

This work ought to also inform two important new strategies for the authority.

- A Growth Strategy that pulls together plans for business, housing and economic growth into a single overarching borough-wide document.
- An Intervention and Prevention strategy that sets out how the council intends to work across partners and services to deliver better, targeted preventative services.

Completion of these two documents ought then, in turn, inform a Corporate Plan, Financial Strategy and organisational strategy that looks to a longer time horizon of 3-4 years.