

**Report for:**               **Staffing & Remuneration Committee**

**Item number:**       **7**

**Title:**                    Review of Corporate Functions and the Corporate Leadership Group

**Report authorised by :**   Zina Etheridge, Interim Chief Executive

**Lead Officer:**

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

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

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

1.1 The previous Chief Executive reported to the Committee on 7 February 2017 a number of proposed changes to the Senior Management Structure to ensure that the Council has the right strategic leadership in place and is able to deliver savings.

1.2 It was agreed that a report finalising some of these proposals would be brought back to the committee, which is the purpose of this item. In addition, a number of changes in the officer leadership arrangements for regeneration and economic development are required to ensure resources are focussed effectively on Council priorities moving forward, and this report also recommends these changes to the Committee.

## **2. Cabinet Member Introduction**

N/A

## **3. Recommendations**

3.1 That the Committee note:

- The permanent changes proposed to staffing in the corporate functions; and
- The changes to the leadership structures within the Regeneration and Planning Directorate.

## **4. Reason for decision**

4.1 The Council's MTFS proposals include a saving of £400k in 2017/18 to be achieved from a review of the Corporate functions. In addition changes in corporate structures and within Regeneration and Planning Directorate (RPD) are required in order to ensure that the Council's priorities are effectively delivered. The changes in this paper pave the way to further restructures at middle and junior management levels in order to achieve that MTFS saving and fund any costs of the RPD restructure.

## 5. **Alternative options considered**

N/A

## 6. **Background information**

6.1 As part of the production of the MTFS consideration was given to a review of the Corporate functions which were under the direct control of the Chief Executive.

6.2 Pressures on the Council's finances mean that it is important that budgets, not part of direct or commissioned service delivery, are subject to scrutiny to ensure that there are no overlaps between functions, spans of control are appropriate and efficiencies are maximised, by grouping together roles with similar outputs. Additionally, changes to the corporate structure to ensure the right level of focus and to reduce any overlaps or duplication will help the Council deliver its key priorities.

6.3 A collaborative approach was adopted in order to ensure that any savings identified did not create demands elsewhere in the Council or create gaps in capacity for particular service areas.

6.4 The activities in scope for the review included all or part of the work of the following teams:

Communications – Internal and External  
Corporate Delivery Unit  
Feedback and Information Governance  
Policy & Strategy and Business Management  
Senior Leadership Support  
Leader and Cabinet Support

6.5 As part of the review the Assistant Director for Communications indicated that he wished to leave the authority. The deletion of this post represents a significant proportion of the MTFS savings to be achieved by this review.

6.6 There are currently eight vacancies in the teams included in the review. These vacancies will be frozen until future restructures achieve both the £400K MTFS savings plus any extra costs incurred through the restructure of RPD management. This freezing of vacancies will enable control of in-year salary budgets in line with 2017/18 plans.

- 6.7 Within the Regeneration and Planning directorate a restructure has been consulted on to:
- Propose changes arising from the departure of the Assistant Director for Corporate Property & Major Projects on early retirement, whilst ensuring a continued focus on economic development.
  - Ensure an appropriate level of focus on the development of the Haringey Development Vehicle in the short to medium term.
  - Ensure that there is sufficient strategic capacity to lead work on regeneration in Tottenham and Wood Green given the rate of progress on both.

- 6.7 Overall, therefore, the following changes to posts at the Corporate Leadership Group level result:

A new permanent role of Assistant Director, Strategy and Communications (referred to in the report of 7 February 2017 as Assistant Director, Strategy and Partnerships). This role has existed on a temporary basis. This role will continue to be accountable for the Policy and Strategy, Leader and Cabinet Support and Business Management teams and will now be accountable for the Council's communication teams. Business Management covers support to SLT and ownership of our internal governance arrangements. The role of Head of Service for Policy and Business Management which was previously accountable for some of these responsibilities was deleted last Autumn.

The duties of the existing Assistant Director, Transformation and Resources, remain as is, but the role will also take the lead on business intelligence and performance management.

The role of Assistant Director of Communications is deleted.

The job title of the Director of Regeneration, Planning and Development is changed to Strategic Director, Regeneration, Planning and Development;

The role of Programme Director Tottenham (where Helen Fisher is the post holder) is enlarged to take responsibility for all strategic regeneration projects including Wood Green and the job title is changed to Director of Regeneration. A new permanent role of Assistant Director, Area Regeneration is created to bring more senior capacity into this large area of responsibility under the Director of Regeneration.

The role of Assistant Director, Regeneration will be deleted and many of post's responsibilities will be subsumed into a new permanent role of Director of Housing & Growth, filled by the same post holder (Dan Hawthorn). This post will be responsible for Strategic Housing, Economic Development & Business

Inward Investment, Strategic Property and, provided approval is granted at July Cabinet, will also be responsible for HDV Relationship Management. This post will also be the priority owner for Priority 5 of the Corporate Plan.

A new permanent role of Assistant Director, Economic Development & Growth is created. This post will take responsibility for Economic Development & Business; Adult Learning & Skills, LSCC and Strategic Property. This post will also be the priority owner for Priority 4 of the Corporate Plan.

The post of Assistant Director, Corporate Property & Major Projects is deleted.

The post of Assistant Director, Regeneration is deleted.

Various changes to teams below the level of the corporate leadership group result from these changes, and affected staff have been consulted as appropriate.

A new profile chart for CLG level posts is attached at appendix A.

## **7. Contribution to strategic outcomes**

N/A

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

### **Finance and Procurement**

The financial effects of the proposed changes to the corporate functions and corporate leadership group have yet to be fully evaluated. If the net effect of these changes is a permanent increase in budget requirements, this will need to be funded by corresponding reductions in budgets elsewhere and not by in-year spending controls. This is in addition to the £400k MTFS budget saving required to be delivered for 2017/18 onwards.

### **Legal**

The Assistant Director, Corporate Governance has been consulted in the drafting of this report and has no comments.

### **Equality**

No equality impact.

## **9. Use of Appendices**

Appendix A – Corporate Leadership Group (CLG) Profile

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

N/A