



Havering
LONDON BOROUGH

COUNCIL, 13TH JULY 2016

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: SENIOR MANAGEMENT RESTRUCTURE

SUMMARY

Background

The Council's Senior Management structure was last reviewed in October 2014. This resulted in a structure consisting of the Chief Executive, two Deputy Chief Executives along with the shared roles of MD of oneSource and Director of Public Health supported by 18 Heads of Service. Several factors have come together to necessitate a further reconsideration by the Chief Executive of the senior management structure as the Council is entering an unprecedented period of financial challenge along with new working relationships with both Health and Schools.

This report also addresses the appointment of the new Monitoring Officer.

RECOMMENDATIONS

For the reasons as set out in the report, Council is recommended to:

1. Appoint Kathryn Robinson, Deputy Director for Legal & Governance, as the Monitoring Officer for the London Borough of Havering.
2. Note the change to the senior management structure for the Council as shown in Appendix A.
3. Delegate to the Monitoring Officer the power to make the necessary changes to the Constitution arising from this report.

REPORT DETAIL

The Council's Senior Management structure was last reviewed in October 2014. This resulted in a structure consisting of the Chief Executive, two Deputy Chief Executives along with the Shared roles of MD of oneSource and Director of Public Health supported by 18 Heads of Service as follows:

Deputy Chief Executive Communities and Resources (Section 151):

- Street Care
- Culture & Leisure
- Economic Development
- Regulatory Services
- Policy and Performance
- Communications
- Customer Services

Deputy Chief Executive Children's, Adults and Housing:

- Adult Social Care
- Children's Services
- Housing
- Learning and Achievement

Managing Director oneSource (Joint):

- Finance
- HR
- ICT
- Asset Management
- Business Services
- Legal and Governance
- Exchequer and Transactional Services

Director of Public Health (Joint)

Several factors have come together to necessitate a further reconsideration of the senior management structure.

The Deputy Chief Executive role, Children's, Adults and Housing services has been covered by an interim since August 2015, following the departure of the permanent post holder. The Council has undertaken several unsuccessful attempts to recruit to the post on a permanent basis and a decision was made to review the situation once the new Chief Executive was appointed and in post.

The recent Public Realm restructure has rationalised the number of Head of Service roles and separately brought together responsibility for both enforcement and public realm under the Head of Environment (currently vacant).

The new Chief Executive has now decided on a new structure to ensure the Council has the right capacity for the future challenges.

Overall Considerations:

The Council is entering an unprecedented period of financial challenge along with new working relationships with both Health and Schools, and changes to the way Local Authorities are funded, so the Chief Executive has had to weigh up a conflicting set of considerations when deciding this revised structure.

This is a challenging time for the Council with a large number of agendas to deliver on, so additional strategic capacity is required to support this, however it is also true that whilst this is going on the basis on how local authorities are funded is changing to retained Business Rates which will cause additional work in the short term, but our funding is reducing significantly, so over time the Council's structure will need to be sustainable and affordable.

The new structure

This structure would include the deletion of both the vacant Deputy Chief Executives posts, the permanent creation of two new director roles and the permanent enhancement of two other existing roles to create a four director structure, alongside the two shared roles (MD of oneSource and Director of Public Health). These roles will be as follows and a structure chart can be seen at appendix A.

- Chief Operating Officer
- Director of Neighbourhoods
- Director of Adults and Health
- Director of Children's Services

Advantages:

- Creates strategic capacity
- Current interims can immediately cover vacant roles
- Cost neutral
- Both Deputy Chief Executive roles are vacant

Disadvantages:

- Recruitment time lag for two new roles

Director Titles and scope of Roles:

Chief Operating Officer (Section 151 Officer)

This role will be the lead for the Councils Strategy, setting the direction, implementing, commissioning, monitoring, and reporting the outcomes, including customer access channels. This will support the Councils demand management strategy, resident's ability to engage electronically, the transparency agenda and customer engagement. So includes the following service areas:

- Policy and Performance
- Culture and Customer Access
- Transformation
- Section 151
- Communications

- Public Health and Commissioning

Director of Neighbourhoods

This will bring together all the services that shape the physical nature of the borough, from travel and building planning, through developer engagement and regeneration, and physically delivery of clear and safe public realm and housing provision in the borough. It will also have responsibility for social housing delivery. So includes the following service areas:

- Housing
- Environment
- Regulatory Services
- Economic Development

Director of Adults and Health

In addition to the statutory responsibility for service delivery for adult social care, this role will also be responsible for the strategic element that used to sit with the Deputy Chief Executive for Children's, Adults and Housing, and have the lead for partnerships with Health including the Accountable Care Organisation. This role includes the following service areas:

- Older people
- Learning Disability
- Physical Disability
- Mental Health
- Personalisation of Adult Social Care
- Prevention and reablement
- Safeguarding Adults
- Health Partnership
- Accountable Care Organisation

Director of Children's Services

In addition to the statutory responsibility for service delivery for Children's services, this role will also be responsible for the strategic element that used to sit with the Deputy Chief Executive for Children's, Adults and Housing. It will become the focal point for all Children's service, including the new relationship we will have with schools as they become academies. This role includes the following service areas:

- Child protection
- Fostering and Adoption
- Youth Offending Service
- Early Help and Children's Centres
- Troubled families
- Principal Social Worker
- Looked after Children
- Learning and Achievement

Financial Implications and Risks

The financial implications of these proposed changes to the management structure are net nil:

Loss of roles as show in previous section	£520,000
Creation of four new director roles as in previous section	£520,000
Total changes	£0

There may be some potential further savings as services beneath these roles are brought together including from support office functions.

Human Resources Implication and Risks

The consultation and subsequent implementation will be managed in accordance with the National Chief Officer Terms and Conditions of Service and will be guided by the Council's Managing Organisational Change & Redundancy Policy and associated guidance. Any posts requiring interviews will be heard by the Appointments Sub Committee. Efforts will be made to identify suitable redeployment opportunities for any staff not assimilated.

Any further changes needed at either Head of Service or support staff levels will be managed in line with delegated powers and statutory consultation will take place with relevant staff as required, following the Councils normal processes.

Legal Implications and Risks

The Chief Executive has the power under Article 8 of the Council's Constitution to determine the overall departmental structure of the Council. The changes to the management structure will need to be reflected in the Council's Constitution.

Under Section 5 of the Local Government and Housing Act 1989, the Council is required to designate a Monitoring Officer. Members are advised that the Monitoring Officer may appoint a deputy and this will be Daniel Fenwick, Director of Legal & Governance.

Background paper List

None



