

Notice of Non-key Executive Decision

Subject Heading:	Havering Spans and Layers Business Case Approval of the budget to support delivery of the Spans and Layers Transformation Programme
Cabinet Member:	Councillor Damian White (Leader)
SLT Lead:	Jane West, Chief Operating Officer
Report Author and contact details:	Maxine Taylor, Transformation Programme Manager maxine.taylor@havering.gov.uk
Policy context:	This programme will support the wider people and organisational Transformation approach, working in collaboration to enable the organisation to review, identify and support existing and new improvements in organisation and workforce redesign, restructure or alignment. This is an existing programme that forms part of the Havering People Strategy.
Financial summary:	Costs of £343k, funded from £90k existing budget and £254k from the Business Risk Reserve
Relevant OSC:	O&S Board
Is this decision exempt from being called-in?	Yes - this is a non-key decision by an SLT Member

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The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

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Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

Agreement of budget to deliver the Spans and Layers programme of work

AUTHORITY UNDER WHICH DECISION IS MADE

Havering Council's Constitution:

Part 3: Responsibility for Functions, Article 3.3 Powers of Members of the Senior Leadership Team.

Members of the Senior Leadership Team (SLT) have delegated authority to act as follows within the assigned service service/portfolio of responsibilities, subject to the general provisions and limitations set out in section 3.1 above.

General powers

(a) To take any steps necessary for proper management and administration of allocated portfolios.

(b) To exercise all the powers delegated to them personally and those powers delegated to Second Tier Managers and other staff members in their directorate where circumstances require and so far as legally permissible. Exercise of such powers should be recorded where appropriate. Where possible, a SLT member should give notice to a relevant staff member that he or she intends to exercise a specified power that is delegated to that staff member.

(c) To make arrangements to secure continuous improvement in the way the Council's functions are exercised having regard to a combination of economy, efficiency and effectiveness etc. as required by external regulatory agencies

STATEMENT OF THE REASONS FOR THE DECISION

This project is one of the key contributors to the Council's People Strategy signed off by Cabinet in the autumn of 2019. To enable and support the delivery of the Transformation Programme across the Council and development of the future operating model, this programme will support the organisational strategy, working in collaboration with existing programmes and projects and enable the organisation to review, identify and support, existing and new improvements in redesign, restructure or alignment.

The programme will also identify efficiencies and support future skills and development programmes, further driving the ambition to create an agile, flexible and higher performing organisation.

The resources to deliver this programme requires significant knowledge and experience in organisational design, spans and layers, workforce planning and pay structures across public, private and not for profit sectors, which is unavailable

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internally. Coaching internal team members as this work moves into BAU will be key to the continued delivery and success of this programme.

The Principles of the Spans and Layers Review will support this ambition by:

- **Understanding** the organisation's current spans and layers - efficiency and effectiveness
- **Identifying** possible reductions in the line management community - increase accountability, create room for growth
- **Improving** the flow of communication and information - speed and consistency
- **Enabling** much quicker and sharper decisions - reduces bureaucracy, action can be taken in more timely and efficient way
- **Increasing responsiveness** - to residence and business opportunities
- **Increasing empowerment** - creating room for creativity and innovation
- **Supporting the assessment** of future leadership and line management capability
- **Identifying the impact** on existing people management processes – performance, total rewards, workforce planning, skills development, etc.
- **Creating the opportunity** for a more agile workforce – increasing our reputation as an employer of choice
- **Identifying efficiency costs** – organically where possible

1. A 12-month programme is proposed which will scope and implement:

- A full review of the establishment data, which will provide the organisation with real time cleansed workforce information, in order to make informed and evidence-based decisions
- Realise delivery through management review, organisational structures, roles and responsibilities and supported by best practise and benchmarking criteria
- Review and develop proposals of alternative models of structure and pay and rewards for top 3 tiers
- Develop a workforce plan that will enable the council to fast-track the conditions to plan and actively model the shape and supply and demand of future services. Ideally this will enable 'organic' reductions (natural turn over) and redeployment of employees where possible, over a three-year period
- In alignment with identified Service Reviews, from a strategic perspective this programme will enable us to drive efficiencies and support our ambition to deliver less duplication, reduce costs and streamline business processes
- Support the rationalisation and reconfiguration of service areas which have been progressively amalgamated, into similar sets of activity, geared towards the larger areas of the Council's corporate plan & strategic ambition.

2. The resources to deliver the programme:

- Programme Manager £131,634

The Programme Manager will have the required knowledge and experience to deliver this programme and be accountable to scope and

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deliver the identified resources, savings and benefits.

- Project Manager £115,000

The Project Manager will have experience of running concurrent project Transformation programmes and working closely with all workstream leads to ensure activities, dependencies, governance and risks are effectively managed to time and budget.

- Pay Specialist £ 48,000

The pay specialist will be highly experienced in developing pay structures and frameworks fit for a modern day organisation.

- Business Analyst £ 38,610

To align all data sources, permanent, temporary, work packaging and vacancies. To produce one whole picture of all information by Directorate, Service and Team. Working closely with Workforce Data Analyst Service, (OneSource). Custodian of the Master Data.

- Benchmarking £ 10,000

Benchmark licensing costs to support pay and evaluation decision making. E.g. Incomes Data Services (IDS).

OTHER OPTIONS CONSIDERED AND REJECTED

This piece of work was previously agreed in early 2018, but put on hold.

PRE-DECISION CONSULTATION

This piece of work is an existing programme aligned to the People Strategy, as signed off in autumn 2019.

This programme will also support the organisation's Transformation programme to move Havering to a 'place based approach' operating model.

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NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Maxine Taylor

Designation: Transformation Programme Manager

Signature:

A handwritten signature in blue ink, appearing to read 'Maxine Taylor', is written over a faint, light blue grid background.

Date: 21st April 2021

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Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

At this stage, there are no direct legal issues arising from the proposals set out in this report. This is an operational matter which can be taken forward using officer delegated powers.

FINANCIAL IMPLICATIONS AND RISKS

Estimated Costs

<i>Programme Manager</i>	<i>£131,634</i>
<i>Project Manager</i>	<i>£115,000</i>
<i>Pay Specialist</i>	<i>£ 48,000</i>
<i>Business Analyst</i>	<i>£ 38,610</i>
<i>Benchmarking</i>	<i>£ 10,000</i>

Total Costs **£343,244**

Funding

Existing Budget	£90,000 (cfwd from 19/20)
Balance Unfunded	£254,244

It is proposed to fund the £254,244 from the Business Risk Reserve.

The level of savings identified by the project will be dependent on the agreed proposals, for the future resourcing of Havering and the ambition of the Target Operating Model.

The final savings will be dependent on the agreement and implementation of proposals and mitigating any risk of double counting against existing savings. They are also dependent on tight control of recruitment and growth – and the commitment of services to realising the programmes of restructure and functional alignment recommended as part of the work of this and other transformation programmes.

There are no other specific savings from this programme, aligned to the MTFS 21/22, but may be included in future years as the project progresses.

**HUMAN RESOURCES IMPLICATIONS AND RISKS
(AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)**

Any HR issues which arise as part of any change processes related to the Spans and Layers project will be dealt with according to the Council's HR policies and procedures and employment legislation, and will be subject to consultation with staff and their union representatives, as appropriate.

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EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

N/A

BACKGROUND PAPERS

None

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Part C – Record of decision

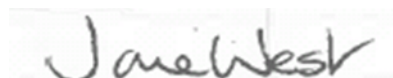
I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Details of decision maker

Signed



Name: Jane West

Cabinet Portfolio held:

SLT Member title: Chief Operating Officer

Head of Service title

Other manager title:

Date: 26 April 2021

Lodging this notice

The signed decision notice must be delivered to the proper officer, Debra Marlow, Principal Democratic Services Officer in Democratic Services, in the Town Hall.

For use by Committee Administration

This notice was lodged with me on _____

Signed _____