	<p style="text-align: center;"><b>Executive</b> 11 August 2010</p> <p style="text-align: center;"><b>General Purposes Committee</b> 11 August 2010</p> <p style="text-align: center;"><b>Report from the Chief Executive</b></p>
Wards affected: ALL	
<p><b>Rising to the challenges: re-shaping Brent Council to deliver the new Administration's priorities</b></p>	

**Appendix 7 to this report is not for publication**

Appendix 7 to this report is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: " Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office-holder, former office-holder or applicant to become an office-holder under, the authority)."

**1. SUMMARY**

- 1.1 Brent Council faces many challenges over the next four years but its current structure is ill-equipped to meet them. In important respects, we remain a very fragmented organisation with a traditional departmental structure which, with a few exceptions, has remained largely unchanged for nearly two decades. The arrival of a new Administration and the adoption of a new Corporate Strategy inevitably prompts us to examine our internal arrangements to ensure they are still fit for purpose. This need is reinforced by the acute financial crisis facing local government which means that we need to review critically everything that we do to ensure that frontline services are protected and resources are not wasted on inappropriate structures, out of date ways of working and inefficient business processes. The proposals in this report set out how we can meet the very real financial challenges facing local government while enhancing our ability to deliver the ambitions set out in the new Administration's policy programme.

**2. THE NEED FOR STRUCTURAL CHANGE**

- 2.1 The Council is facing a number of unique challenges and opportunities over the next four years:
- the extremely demanding financial conditions facing the public sector - the recent Government announcement of £1.2 billion savings from local government funding in the current financial year is a precursor to further substantial reductions in the Comprehensive Spending Review expected in October this year. The Chancellor's

emergency budget on 22<sup>nd</sup> June indicated potential reductions of 'up to 25%' in non-protected spending areas which includes much of local government. This is now forcing every local authority to review fundamentally its structures and operating practices and to challenge traditional assumptions about how councils are organised. It is highly improbable that spending reductions on this scale can be absorbed without a fundamental review of council structures, business processes and service delivery models and this is exactly what we are now doing through the One Council Programme.

- the unique opportunity presented by our new Civic Centre due to open in 2013 - a key element in the modernisation, cost reduction and service improvement agenda for the council, the new centre will provide a state-of-the-art public building with greatly improved facilities for customers, members and staff and will increase the opportunity for innovative and integrated working across a broad range of Council and partner activities. We will undoubtedly need to adopt new and more flexible ways of working to make best use of the new centre, especially since for the first time in Brent's history all our major departments will be co-located on a single site. This is a once-in-a-lifetime opportunity to overhaul our structures and to weed out inefficiencies and cost.
- there is a recognition that, despite many real improvements over the past decade, the Council is currently underperforming in some key areas when considered against comparable local authorities and also has surprisingly high unit costs in some areas. We are committed to improving services and securing greater value-for-money and have started a number of major service reviews and improvement projects to deliver better services at lower cost. Recent change programmes in areas such as finance, revenues and benefits and transport fleet operations demonstrate that it is possible to provide better services at lower overall cost. If services are to improve in future, front line departments and their staff need to focus unequivocally on front line delivery – the proposals in this report enable service professionals to do precisely that.
- last year's independent external review of our structure and staffing arrangements demonstrated that Brent devotes a surprisingly small proportion of its staffing resources to direct front line service delivery (29%) compared to back office and enabling services and corporate functions (71%). Brent was seen as an 'outlier' in this respect and this reminds us that there is considerable scope to become a much leaner and more integrated organisation than is currently the case. We can no longer afford a structural model whereby each department acts as a 'mini council' with duplicate functions in both the service department and the corporate centre. We have already started the process of downsizing our non-frontline workforce and our experience to date suggests that this can be done with modest adverse effects on front line services and with relatively few compulsory redundancies.
- there is a growing recognition that 'departmentalism', silo-based behaviours and the legacy of 1990s style devolution in Brent has diluted the effectiveness of the organisation and undermined its ability to maximise value-for-money and pursue cross-departmental agendas. Too many managers in Brent think they can 'do their own thing' and this has now become a barrier to creating a modern, flexible and business-like authority that looks, feels and acts as a single entity. By contrast, many staff positively welcome the opportunity to work across professional and departmental boundaries but feel our current structures inhibit this way of working. The imminent move to a new Civic Centre will massively encourage this kind of multi-disciplinary working and will render old-fashioned parochialism entirely obsolete.

- successive governments have talked a lot about localism and community empowerment but the rhetoric has not always been matched by action on the ground. The previous Brent Labour Administration initiated our current approach to neighbourhood/ward working and this provides a foundation on which we can build in the future. The role of backbench councillors is critical to the Council's relationship with the wider community and is an area with significant scope for development – our council structures need to support and facilitate this.

2.2 At the heart of the Council's response to these challenges is an absolute commitment to ensuring the Council can meet the changing needs and aspirations of its residents and businesses by providing a wide range of excellent services to Brent's highly diverse local communities. Our Improvement and Efficiency Strategy 2008 - 2012 recognised the scale of the task facing the organisation and set out an ambitious change programme – the One Council Programme - aimed at delivering:

*'...a more effective, dynamic and community focused organisation which has made significant and measurable improvements across all areas of service delivery.'*

The extent and magnitude of the necessary changes require a substantially different approach that goes beyond the incremental, evolutionary approaches adopted in recent years. The One Council Programme turns the Improvement and Efficiency Strategy into a set of more than 20 detailed projects designed to achieve a transformed organisation that can respond effectively to the twin challenges of delivering continuous improvement for Brent residents whilst coping with significantly reduced resources. The proposals in this report reflect the serious thinking that has taken place over the last two years about how we can best meet these challenges in Brent.

2.3 At the same time, the new Administration has a clear set of policy priorities for the next four years. The Executive has already signalled a robust requirement that these corporate priorities must drive the One Council Programme, shape the way the Council is configured and determine how it responds during this period of significant change. The proposals in this report are designed to advance the new Administration's agenda by placing greater focus on the environment and sustainability issues; moving forward the locality and neighbourhood agenda; bringing together for the first time all our regeneration and major projects activity in a single department; promoting a more unified and dynamic approach to citizen empowerment, community cohesion and community engagement; and creating a strong and unified policy, planning and performance function at lower cost than is possible under current devolved arrangements. While we clearly need to recognise the harsh financial realities facing local government, we do not accept that they are an excuse for mediocrity or lack of ambition. I firmly believe that the structures proposed in this report will enable us to pursue a positive and developmental agenda despite the inescapable financial challenges facing the council.

2.4 These factors all point to the need to review the Council's structures to ensure they are leaner and more streamlined, while maintaining the strategic capacity to deliver the substantial changes required. With a number of board-level Directors retiring or leaving the organisation over the next few months, the new Administration now has a unique opportunity to agree a significant Council restructuring driven by three critical imperatives:

- the requirement to align the organisation with the corporate priorities of the new Administration

- the changes flowing from the One Council structural model and the wider One Council Programme of service improvement and cost reduction
- the imperative to streamline the organisation and deliver substantial financial savings while protecting frontline services as far as possible

This report responds directly to these three drivers and helps advance the vision for the organisation and management of the Council that I have set over the last two years.

- 2.5 I have presented to the organisation a vision for the shape of Brent Council in 2014 which is illustrated diagrammatically in Appendices 1 and 2 attached to this report. Appendix 1 describes a functional model of the organisation which has the following key elements – a unified, consistent and council-wide approach to customer contact based on standardised procedures, maximum use of self-service and a comprehensive client data base; a series of operational ‘layers’ describing service delivery activities and client groups which are mainly but not exclusively ‘departmental’ in character; and an underpinning layer of specialist but cross-council business support services which will in future be undertaken by central functions working in close day-to-day partnership with frontline services. This model recognises the need for customers and service users to be the starting point for everything that we do. It also allows service departments to concentrate on those activities for which they are professionally best qualified and it recognises that silo-based approaches and ‘mini councils’ in each service area are no longer appropriate or affordable. While some may see this as a significant departure for Brent Council, the model is not at all uncommon elsewhere in the public and private sectors and it is a model that I now strongly commend to members.
- 2.6 To complement the internal focus of Appendix 1, I set out in Appendix 2 how Brent Council might look to residents, service users and councillors in 2014. This is based on four tiers of activity which broadly correlate to the Council’s physical and/or customer presence across the borough. This thinking has been informed by our debates around the operation of a new Civic Centre housing some 2000 staff and the need to be clear about the consequential arrangements we need to make for our wider office accommodation strategy, different types of customer contact, ICT support and locality and ward/neighbourhood working for example. The model assumes that as part of our Improvement and Efficiency Strategy we will seek to consolidate on to a substantially smaller number of sites and buildings in order to streamline our operations, promote co-location across departments and agencies, reduce our carbon footprint and of course to generate substantial annual savings on our capital and revenue expenditure. The four tiers are therefore as follows:

Brent Civic Centre – the Council’s principal administrative headquarters and the democratic and community focal point for the borough

Customer contact centres – our plans assume that we retain two major centres for face-to-face customer contact at the Civic Centre (to serve the north of the borough) and at a re-developed and expanded Willesden Green Library Centre (to serve the south of the borough)

Five locality hubs or centres – there would be five hubs altogether with one serving each of our five Area Consultative Forum localities. It is assumed that the Civic Centre and Willesden Green Library Centre would provide two of the five hubs while further discussions will need to take place with members to confirm the precise location of the other three hubs. It is envisaged that these hubs would contain a mix of services and partner agency inputs and that they could provide a highly accessible base for local community events, meetings and other gatherings.

Wards/neighbourhoods – we envisage a strengthened role for local ward members building on the success of our existing ward working arrangements. These have become more established over the last four years and now appear to command a high degree of cross-party support. We would like to explore with members how we can enhance these arrangements further in the time ahead.

- 2.7 Given the current financial uncertainty and the still-evolving legislative programme of the new coalition Government, it is difficult to predict with complete confidence the future landscape within which local government will be expected to operate. For this reason, we need to keep open the possibility that some further structural changes may be required at a later date to accommodate new financial pressures, new legislative requirements and/or new policy directives from central government. Local government is currently facing a period of unprecedented change and challenge and it would not therefore be prudent to rule out other structural changes further down the line. There remains a question in my mind about the validity of the current split between services to children and services to adults which may need to be revisited. The role of the local education authority is becoming increasingly proscribed as a result of recent Government announcements on academies and 'free schools' and there is an obvious question mark about our future role in the management of Council-owned housing stock now that Brent Housing Partnership has delivered our Decent Homes programme. Our relationship with the National Health Service is still very fluid with the effective abolition of Primary Care Trusts and the re-introduction of some form of GP led commissioning of health services. And the pressure to out-source some council services to the private sector may also grow over time while we will also need for sound efficiency reasons to move towards more sub-regional and multi-authority commissioning and procurement.

### **3. RECOMMENDATIONS**

The Executive is recommended to:

- 3.1 note the major changes and challenges currently facing local government
- 3.2 agree the broad vision for the future shape and structure of the Council set out in the body of the report and in Appendices 1 and 2
- 3.3 note the measures already taken to modernise the Council's structure, staffing and spans of management control as set out in section 4
- 3.4 agree subject to the outcome of consultation with staff, the deletion of the Business Transformation department and the reconfiguration of its functions as set out in section 5 of the report
- 3.5 endorse the other proposed departmental structures as set out in section 5 of the report
- 3.6 authorise the Chief Executive, in consultation with the Leader of the Council, to make such other consequential changes as may be needed to give effect to the proposals in this report

The General Purposes Committee is recommended to:

- 3.7 agree the implementation and timetable issues as set out in section 6 and Appendix 3 of the report

- 3.8 note the assimilation and ring-fencing arrangements proposed in section 6 of the report
- 3.9 agree the generic job descriptions for Director and Assistant Director job descriptions as set out in Appendices 4 and 5

#### **4. DETAILED CONSIDERATIONS**

##### **Aligning the organisation with the policy priorities of the new Administration**

- 4.1 The new Administration has a clear set of policy priorities set out in its election manifesto that will form the basis for the Council's four year Corporate Strategy to be launched at our Senior Management Conference in September 2010. In broad terms, these priorities include:

- a strong emphasis on regenerating key areas within the borough, through sustainable and comprehensive improvements in infrastructure, support for training and employment, development of retail and cultural initiatives, and harnessing the unique opportunities presented by the London 2012 Games.
- a serious policy commitment to environmental and sustainability issues, with specific requirements around waste and recycling, street scene and improved public transport and highway maintenance.
- a commitment to more active community and citizen engagement as an essential feature of local governance in the borough with an enhanced role for local ward councilors as the critical link between residents and their local authority
- ensuring continuous year on year improvement in front line services and protecting those services in the context of the significant pressures on public sector finances. There are concerns about performance in some service areas at present and we need a more rigorous and challenging corporate approach to ensure progress is both fostered and maintained.

- 4.2 The proposed re-organisation of council departments will strengthen the alignment of service functions with the Administration's policy priorities in order to ensure more focused and effective delivery of those priorities. My main structural proposals include:

- a new Regeneration and Major Projects Department that brings together for the first time all of our strategic regeneration related functions which are currently dispersed across the Council, creating a fully coherent and integrated approach to regeneration in the borough
- a re-positioned Environment and Neighbourhood Services Department with a strengthened focus on the full range of local service delivery, sustainability and the environment with a leadership role in taking forward the locality and neighbourhood agenda
- the deletion of the Business Transformation Department, subject to further consultation, with the reallocation of its HR and IT functions to the Finance and Corporate Resources Department, the Civic Centre programme to the Regeneration and Major Projects Department and the One Stop Service to the Customer and Community Engagement function
- a new Customer and Community Engagement function, building on the existing Communications and Diversity function, with added responsibility for the management

- of the One Stop service, ward/neighbourhood working and democratic/citizen facing services
- a single high-powered Council-wide policy, planning and performance function which brings together currently devolved staff and teams to give a much stronger focus to One Council service planning and a much-needed boost to our performance management arrangements
- a new and broader-based Legal and Procurement Unit to strengthen our overall approach to the purchasing and procurement of goods and services and to ensure that we generate significant financial savings over the next four years. The current Borough Solicitor would manage this unit and would become a full member of the Corporate Management Team

All of the above would be introduced within the context of real terms reductions in the Council's payroll budget, overall workforce numbers and a substantially-reduced management cadre. Indeed, where functions and teams are being brought together centrally (such as business support and policy, planning and performance), I intend to attach some very stretching cost-reduction targets to the process of centralisation.

#### **The One Council structural model and the One Council Programme**

4.3 The Council's current structures have in essence been in place for many years with the more significant changes being driven by external rather than internal considerations. In broad terms, they reflect a traditional alignment of functions adopted by a large number of local authorities. However, a detailed analysis of the Council's staffing and structures undertaken by PriceWaterhouseCoopers (PWC) in summer 2009 highlighted some substantial differences between Brent's position and that of comparable authorities. The key messages from their review were:

- we have too few staff (29 %) engaged in front-line service delivery and too many (71 %) engaged in 'enabling delivery' and back-office support services. Brent was seriously out of line with the ratios in other comparable authorities.
- we have excessively narrow management to staff ratios, typically one manager to just over 2.5 staff where industry best practice averages one manager to six staff. Nearly one third of our non-schools workforce were on management grades but many had very limited actual management responsibilities.
- we had more staff engaged in 'enabling service delivery' than actually 'doing service delivery' and we were seen by PWC as being a statistical outlier in this respect. A more equal split between frontline service enabling/support services and service delivery was seen as both desirable and achievable.
- PWC reported frankly that 'silo mentalities' are alive and well in many teams in Brent with a widespread assumption in departments that local managers and teams are allowed to define their own priorities and work programmes largely independent of the needs and aspirations of the corporate whole.
- there is widespread variation, duplication and waste in areas of Brent Council arising from a culture of devolved decision-making, local managers setting inconsistent local rules and a failure to exploit economies and efficiencies of scale because our internal processes were simply too fragmented, disjointed and/or inconsistent.

- 4.4 There are a number of reasons for these 'distortions'. The local government wide issue of having a job evaluation system which disproportionately rewards 'management' rather than skills and experience is one but perhaps the most profound Brent specific issue is the still-influential residue of 1990s style devolution. This manifests itself in two ways: widespread and unnecessary variation and duplication and a continuing and long-standing difficulty in ensuring managers and staff operate in a more integrated, coherent and consistent way and within corporate frameworks. In PWC's view, the Council needed to 'standardise, simplify and share' to a much greater degree than is currently the case and this is a view that I strongly endorse.
- 4.5 This unnecessary internal variation has a significant impact on the organisation's unit costs and overall effectiveness. It undermines our ability to respond to the needs of residents and service users, it results in inconsistent delivery and performance and it creates entirely avoidable inefficiency, duplication and waste. Tackling and eradicating this legacy is central to the One Council Programme. As part of addressing this systemic issue, the Corporate Management Team has agreed a broad model for the re-shaped Council, underpinned by an organisational vision, values and design principles. The One Council structural model (set out in Appendices 1 and 2) has five key elements:
- a clearly differentiated set of functions and activities related to customer contact and assessment, which will provide **an integrated and more effective approach to the ways in which Brent residents access council provision** as well as a range of other public sector services – this will provide a common 'front door' to council services and a more consistent and efficient approach to customer contact. The model assumes much greater use of web-based technology and 24/7 self-service but provides two principal customer services centres (one in the north of the borough at the Civic Centre and one in the south at a re-vamped Willesden Green Library Centre facility) for face-to-face contact.
  - a group of **frontline service delivery departments each with a high quality professional leadership and workforce and which will ensure the commissioning and/or delivery of local services to the public with an absolute focus on customers**, meeting the needs of our highly diverse customer base and ensuring a relentless focus on service improvement. The model assumes that frontline departments concentrate on what they do best ie delivering professionally appropriate services to meet the needs of different client groups without the distraction of running their own free-standing support services
  - a set of **standardised council-wide business support activities that provide high quality day-to-day support to frontline service departments**; which support the overall corporate management of the Council; and which provide low cost and more efficient transactional services to the organisation and potentially to a range of external partners as well. This cross-council function will reflect an underlying ethos of standardising, simplifying and sharing as advocated in the PWC review. This function will be critical to ensuring the successful occupation of our new Civic Centre and offers real scope over time for generating significant budget and staffing reductions.
  - a **strengthened corporate core responsible for council-wide strategic planning, the management of corporate initiatives and programmes and in-depth performance review** including the mission critical One Council Programme and support to the overall strategic direction of the Council. We can no longer



afford the luxury of departments operating as independent fiefdoms or 'mini councils' with their own free-standing support services, infrastructures, cultures and *modus operandi*.

- the development of **a much-enhanced role for our 5 Area Consultative Forum localities and our 21 electoral wards/neighbourhoods building on our existing neighbourhood working model** but extending it to create five physical 'locality hubs' and a strengthened role for local members and residents in the scrutiny, oversight and potentially even the management of local service delivery. This new and still evolving approach to neighbourhood service delivery will be overseen by the new Environment and Neighbourhood Services Department actively supported by colleagues in a range of corporate units.

4.6 The model is designed to ensure each part of the organisation is focused on its primary purpose and that collectively we operate as a more coherent and integrated whole. This means that frontline departments can concentrate on meeting the needs of their customers and clients, without the distraction of running administrative and business support functions, while those support functions themselves can run more efficiently and cost-effectively when aggregated together and, as a result, better meet the requirements of frontline departments. These proposals will reduce the widespread waste, variation and duplication that currently exists and allow each part of the organisation to play to its professional strengths and expertise. This will ensure the whole organisation operates with greater efficiency and effectiveness, which is a central theme underpinning the One Council ethos.

4.7 It should be noted that a number of projects within the One Council Programme are already working on the development and implementation of these structural elements, particularly the customer access, business support and structure and staffing projects. It is important to recognise that over the coming months there will be a series of more limited structural changes flowing from these projects that will impact both on each other and wider council structures but, at this stage, I am confining myself to describing the broad outlines of the One Council structural model and the consequential proposals for reconfiguring departments. I will be tasking all my CMT colleagues to take forward any further local restructuring in consultation with relevant Lead Members and departmental managers and staff. It should also be noted that nothing in these proposals impacts on the existing portfolios of Executive members which will of course remain a matter for political decision.

#### **The foundations for re-configuration - the Council's organisational vision and values**

4.8 A successful organisation requires a clear view about its guiding purpose, aims and values, which provide the basis both for reshaping the organisation and determining how it will function. It sets out what sort of organisation the Council wants to be, how it will operate and how it will deliver its strategic priorities. The Corporate Management Team has recently defined a new organisational vision and associated values and design principles which outline the future shape of the Council by the year 2014. In summary, the vision and values include the following ambitions:

- **a strong and confident leader for the borough's diverse community, with a passion for improving the lives and life chances of all Brent's residents, particularly those who experience social, economic or other forms of disadvantage**

- **citizens who feel informed, engaged and empowered and play an active role in shaping the future development of their neighborhoods and residents who are proud of their borough and the role the council plays within community life**
- **a successful multi-cultural community that provides a beacon of diversity best practice and actively develops strong and mutually beneficial links with all of our local communities**
- **an active player in local, sub-regional and London-wide partnerships, working with other partners to overcome institutional or operational barriers to promote more efficient and effective joint working by public bodies working in Brent**

4.9 Linked to the vision and values is a set of 'organisational building blocks' with related design principles that describe in a measurable way what the Council will look like in 2014. Specific structure and staffing design principles and measures include reducing the number of management tiers and the number of staff designated as 'managers'; establishing much wider spans of management control closer to the average 1:6 best practice model; and effecting a conscious shift in staffing resources from back office and enabling functions to frontline activity with the explicit aim of securing a 50:50 ratio by 2014. Once implemented, this model would produce a very different organization to the historically relatively high unit cost, variable geometry organization that Brent Council has arguably become after more than a decade of real terms growth in public spending.

#### **Streamlining the organisation and reducing costs – Phases 1 and 2**

4.10 The 2009 PriceWaterhouseCoopers (PWC) analysis identified significant opportunities for reducing both non-staffing and staffing costs, including streamlining management structures and shifting staff resources from enabling and back office functions to frontline service delivery. Based on this analysis, the Council implemented an immediate reduction of 50 management posts in 2009/10, with an annual projected saving in the 2010/11 financial year of £2.321 million. In February 2010, the Corporate Management Team reviewed the One Council Programme and agreed that the pace of downsizing needed to be increased significantly. As a result, a two year timescale (instead of the original four years) was agreed for achieving further substantial savings, with a minimum reduction by the end of September 2010 of an additional 250 fte posts making a cumulative target of 300 posts which is equivalent to around 9.3% of our non-schools workforce. Two hundred of these posts were to be delivered through a fifty post reduction exercise within each of the four main service blocks, with a further fifty posts being released through the work of the Finance Modernisation project and the Revenues and Benefits/One Stop Service transformation project.

4.11 The overall reductions which have now been identified over the last twelve months and which will be delivered by the end of September 2010 are 299 posts, against the original 2010/11 financial year target of 150 posts and a revised CMT target for this financial year of 250 posts. This includes the proposed reductions in Revenues and Benefits/One Stop Service (23 posts), the planned reductions from the Finance Modernisation project currently being implemented (30 posts) and the 176 post reductions from the structure and staffing project together with a further 20 posts currently being identified by the Children and Families Department. As well as achieving savings, our aim has always been to minimise compulsory redundancies by targeting post reductions on vacancies, agency covered posts and posts from which staff can be released through voluntary redundancy and/or retirement (where we recently had substantially more applications from

staff for VR/ER than we had posts needing to be deleted). Decisions on individual proposals have been informed by reference to those areas and activities identified in the PWC analysis as offering significant opportunities for efficiencies, including management, business support and customer contact. Table 1 below shows the total number of posts identified for deletion over the last twelve months and identifies the categories of posts from which these reductions have been or are being made.

**Table 1: Post reductions through the Structure and Staffing project**

<b>SUMMARY OF FTE POST REDUCTIONS BY TYPE *</b>	<b>Total</b>	<b>%</b>
Management	81	27
Business Support	108	36
Customer Contact	59	20
Other	51	17
<b>Total</b>	<b>299</b>	<b>100</b>

\* Numbers rounded

- 4.12 In conjunction with the fifty management posts deleted in 2009/10, the aggregate reduction over this period will be 299 posts. The savings from these reductions are shown in Table 2 below.

**Table 2: Savings from post reduction initiatives**

<b>Project</b>	<b>2010/11</b>	<b>2011/12</b>
	£k	£k
Finance Modernisation	408	1,505
Revenues and Benefits	560	700
50 manager posts	2,321	2,379
Structure and Staffing	3,187 250*	7,092 700*
<b>TOTAL SAVINGS</b>	<b>6,726</b>	<b>11,792</b>

\*subject to further detailed calculation of net savings

- 4.13 The total reduction achieved so far in the number of management posts in Brent Council is 81, delivering a substantial saving in management costs of £3.3 million. This equates to a nine per cent reduction in overall management posts. The proposals for departmental reconfiguration set out in this report continue the drive towards much more streamlined management structures and in particular focuses on wider and more consistent spans of management control. The ongoing customer contact and business support projects within the One Council Programme are currently developing delivery models that will include proposals for new structures. It is very likely that these will impact on both frontline and enabling/support services and could involve further changes for those services with staff and functions related to either customer contact or business support. While any downsizing process is bound to cause some anxiety, we have so far been successful in avoiding any significant industrial relations problems, keeping the number of compulsory redundancies to an absolute minimum (at most around 20% of actual posts deleted on

current projections) and re-shaping the organisation in ways that are wholly consistent with our future vision for the organisation.

## **5. RE-CONFIGURING FRONTLINE AND CORPORATE SUPPORT SERVICES**

### **General Approach**

5.1 Overall, these proposals are intended to remove unnecessary variation and provide a more consistent approach to structures and roles. This will strengthen respective corporate and departmental functions and ensure their collective efforts are more effectively integrated. The proposals include the aggregation of resources in IT support and policy, planning and performance. This will be done on the basis of delivering a specified minimum level of savings as well as providing greater coherence, integration and service efficiencies. The model for these will follow that used in Human Resources, Finance and Legal Services.

5.2 The structural proposals set out in this report are designed to:

- align resources, including senior management capacity, with the Council's long term strategic ambitions and priorities
- aggregate resources within corporate and business support functions to achieve more effective delivery as well as savings
- create opportunities for improved integration between activities and functions
- reflect our organisational vision and design principles, including broader spans of control, fewer management layers and a shift of resources from the back office to frontline service delivery functions
- provide a consistent approach to structures and functions across all council departments in support of the One Council approach
- support implementation of other parts of the One Council model as it is developed and implemented

These proposals aim to realign functions where this provides a better strategic fit than currently exists, as well as creating greater structural consistency across departments. At the same time, they reflect a recognition that the timing of some changes will depend on other developments in the One Council Programme or on externally driven changes, e.g. the future of Arms Length Management Organisations (ALMOs) and the changing role of the local education authority. As indicated in paragraph 2.7 above, this suggests that further structural change is likely in the medium term.

5.3 The proposed frontline departmental functions are organised in three main blocks: frontline service management and delivery; strategy, commissioning and performance functions but with a new reporting line to the corporate centre; and administrative and business support. Separating these distinct functions out more clearly allows for a sharper management focus on each block, supports the move towards generic role definitions for each management layer and, in clarifying the role of policy/planning/performance and business support functions within departments allows for an easier transition to the final Brent Business Support model and the move to co-located services in a our new Civic Centre. It is proposed that each of the main frontline service departments will have two Assistant Directors responsible for service delivery. In the main, each Director will have a management span of six including the 'dotted line' reporting by their Strategic HR Manager and Assistant Director- Strategic Finance.

- 5.4 The overall number of departments will remain the same, but configured to include the new Regeneration and Major Projects department, headed up by a new board level Director and the deletion of the Business Transformation Department, subject to further consultation with staff. The Regeneration and Major Projects Department will contain some important frontline functions such as Planning and Building Control but it will also have a corporate leadership role in the planning and delivery of regeneration schemes and major capital projects. This clearly reflects the strategic importance of this area for the new Administration, the scale of the programmes currently underway or proposed and the pressing need to strengthen capacity and critical mass in this vital and high profile area of endeavour.
- 5.5 In conjunction with these changes, new Director and Assistant Director job descriptions have been created or revised and these are attached for approval in Appendices 4 and 5. They reflect new and changed responsibilities and include more generic roles and responsibilities for both tiers, in line with the One Council approach. My aim is to revise all management job descriptions across the Council over time to create a consistent set of corporate roles, responsibilities, requirements and expectations for each management tier, in addition to those related to their management of particular service functions. This is an important change of emphasis and will establish a new and more equal balance in future between day-to-day operational responsibilities and longer term cross-council roles for all of our senior managers.

#### **Re-configuring departmental structures – detailed proposals**

- 5.6 The detailed changes are summarised below and provide an overview for each department. The report sets out the main changes and provides related structure charts for the top two tiers. These provide reasonable clarity at this stage but there is a considerable amount of detail that will need to be considered, particularly in relation to definitions of the specific activities within any broad function that are retained within that function or transferred. It should also be noted that while changes to the Children and Families and Housing and Community Care departments are relatively limited at this stage, there is likely to be a potential further phase of structural changes consequent on local opportunities and national developments arising from future political or legislative change.

#### **Regeneration and Major Projects Department**

- 5.7 The creation of a new and fully integrated Regeneration and Major Projects Department is recognition of the importance of this area of activity for the borough. It is also a reflection of the importance of regeneration and urban renewal for the Council's newly-elected Administration. Regeneration is an area that has long been central to the Council's community and corporate strategies and it is arguably even more critical when the economic climate is tough and the living standards of local people are under pressure. It has consistently been one of the Council's top priorities and Brent has a successful track record in bringing funding into the borough. We are seen as a successful and go-ahead borough but the truth is that most of our successes have been secured despite rather than because of our internal structures.
- 5.8 However, the context for regeneration has changed considerably. Public sector regeneration resources are dwindling rapidly and private sector resources are also severely constrained as a result of the recession. The Council needs to respond to these pressures in a way that requires far more coherence and focus than at present. The future model for successful regeneration will depend upon the local authority being absolutely clear about its priorities, being imaginative and pro-active in coming up with

new and increasingly formal partnership models to deliver regeneration and, most importantly, on it making maximum use of its own assets (land, staff, intellectual) to stimulate regeneration. The current disjointed arrangements for delivering regeneration schemes and major capital projects has outlived its usefulness and is now a barrier to the dynamic and energetic role that the Administration and its officers aspire to play in the local economy.

5.9 For these reasons it is proposed to create a new department that brings together the key functions and activities needed to develop a coherent, integrated approach to regeneration in the borough. The focus and priorities for this new department will include:

- developing and delivering a clear set of priorities for regeneration and place shaping in accordance with the political aspirations of the new Administration
- taking a robust leadership role in conjunction with sustaining and building effective partnerships
- initiating, driving and overseeing a step change in the transformation of the borough's infrastructure and economic prospects
- raising ambition for all groups across the borough, especially those most marginalised in the local and regional labour markets
- bringing together the full range of professional disciplines in the council to sharpen our focus on regeneration delivery and to forge new partnerships with other public and private sector stakeholders

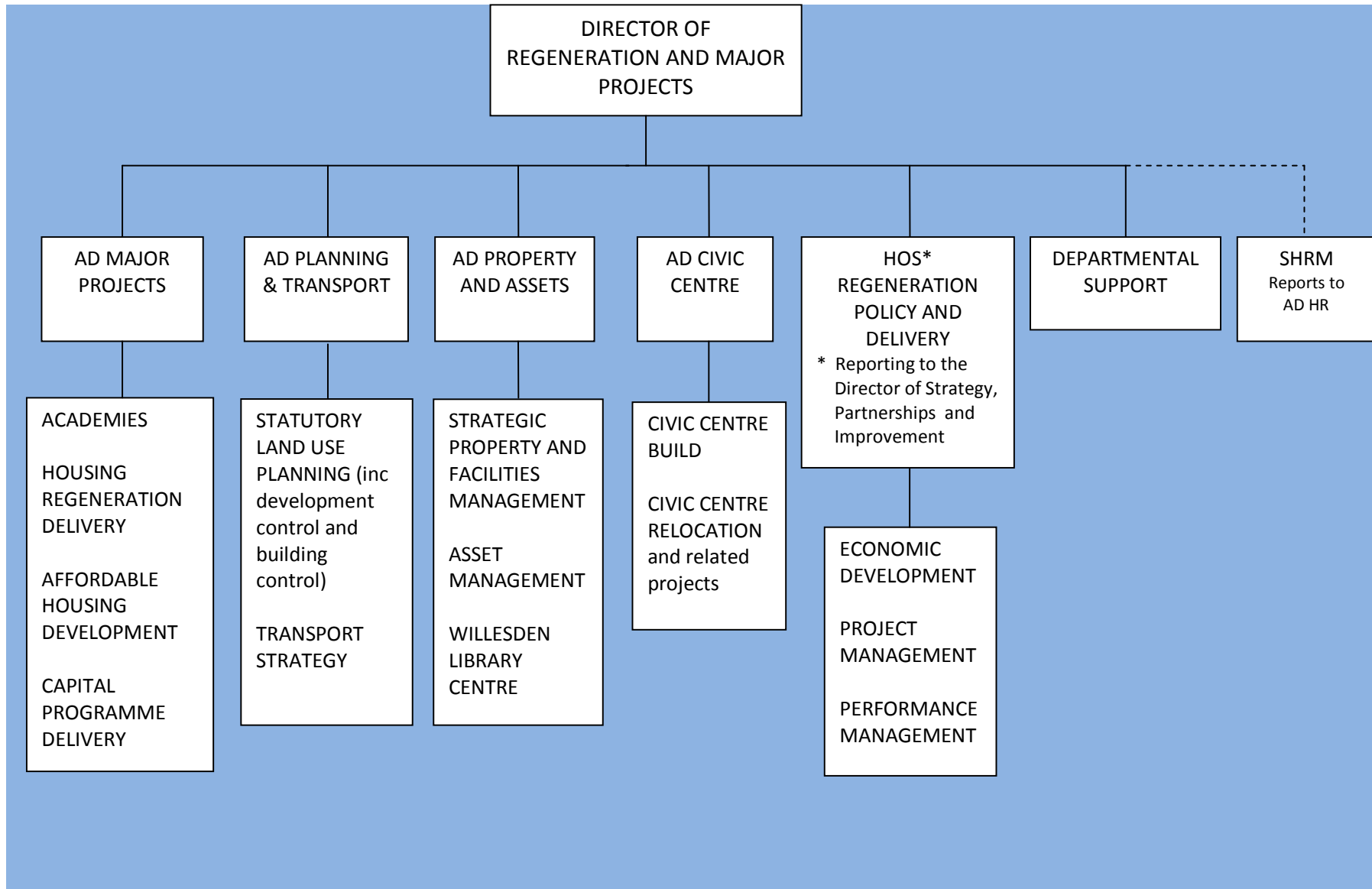
***Regeneration and Major Projects - proposed changes***

5.10 The new department would include:

- all current functions and teams within the regeneration division of the Policy and Regeneration Unit
- all programmes associated with the building of new educational facilities, including any replacement for Building Schools for the Future, Academies, Primary Capital Programme and related teams within Children and Families
- statutory land use planning including development control and building control from Environment and Culture
- strategic transport planning from Environment and Culture
- housing regeneration and the affordable housing development team from Housing and Community Care
- corporate property and facilities management from Finance and Corporate Resources
- the Civic Centre programme, which will include planning and implementation of the move, as well as continuing responsibility for construction of the building. The Civic Centre programme is of course time limited and responsibility for management of the Civic Centre facilities will eventually transfer to the property and facilities management function.

By bringing these previously separate functions together, we will be able to develop a much more coherent and dynamic approach with a single unified 'offer' to private sector investors and developers. We will also avoid much of the mis-directed effort and mis-application of time, effort and resources which is associated with our current approach. This issue has been the subject of considerable discussion at officer level and it is now time to translate words into action - which is why I strongly commend this proposal to members.

## REGENERATION AND MAJOR PROJECTS DEPARTMENT: PROPOSED STRUCTURE



### **Environment and Neighbourhood Services Department**

- 5.11 The current Environment and Culture Department is a large department with a very broad set of functions and activities ranging from strategic land use planning and major transport investment to the licensing of entertainment venues and the collection of domestic and trade waste. With the growing significance of the green agenda and the neighbourhood/locality agenda, both of which are priorities for the new Administration, there is now a case for restructuring the department so that it concentrates more fully and wholeheartedly on sustainability and green issues and the increasingly relevant locality and neighbourhood agenda which both feature prominently in the policy programme of the new Administration. The aim is to create a clear service focus on sustainable development and delivery of services and activities related to the natural and built environments in the borough. This includes protection of those environments and protection of those using them. It is also intended to provide a vehicle for the development of greater member and service user engagement in the delivery of those local councils services which have the most direct impact on the quality of urban life.
- 5.12 Our future vision for Brent Council involves a real commitment to the development of localism as a necessary and important part of community and democratic engagement. This is an issue which commands widespread political support and is reflected both in statements emerging from the coalition government as well as in the commitments contained in the new Administration's policy platform. While there may be some political debate about the extent to which local people want or need to be involved in the day-to-day management of public services, few people would question the value of an active engagement between local residents, elected councillors and service providers of all sorts including local councils and the contractors who work on their behalf. The proposals in this report seek to differentiate between two realms of activity. On the one hand, high level strategy and planning work is essentially about the regeneration of the borough and its built environment and is therefore more appropriately undertaken within the new Regeneration and Major Projects Department. On the other hand, we want to ensure that all important local services such as highways, street care, parks, sports provision, libraries, environmental protection, waste and recycling are subject to much greater scrutiny by local people and their elected representatives.
- 5.13 The new Environment and Neighbourhood Services Department will also drive forward our still evolving work around the development of five locality hubs or centres in each of our Area Consultative Forums together with the further roll-out and development of neighbourhood working. Both these initiatives provide opportunities to cement the role of local councillors as genuine community leaders and, in parallel, to increase the scope for local residents and councillors to work together to hold the Council and its contractors to account for the quality of local service delivery. There are many different options for taking this discussion forward including participatory budgeting, ward or locality committees with varying powers and resources and/or a greater degree of delegation of power and decision-making to local ward councillors. If members endorse this broad approach, I would task the new Director to come forward (after full consultation with elected members themselves) with some more detailed proposals to enhance the role of ward councillors in the oversight of service delivery in their local area. One exciting possibility is to expand this remit to include the scrutiny of the local delivery of services provided by other agencies such as the National Health Service, the Metropolitan Police and other national and regional agencies.

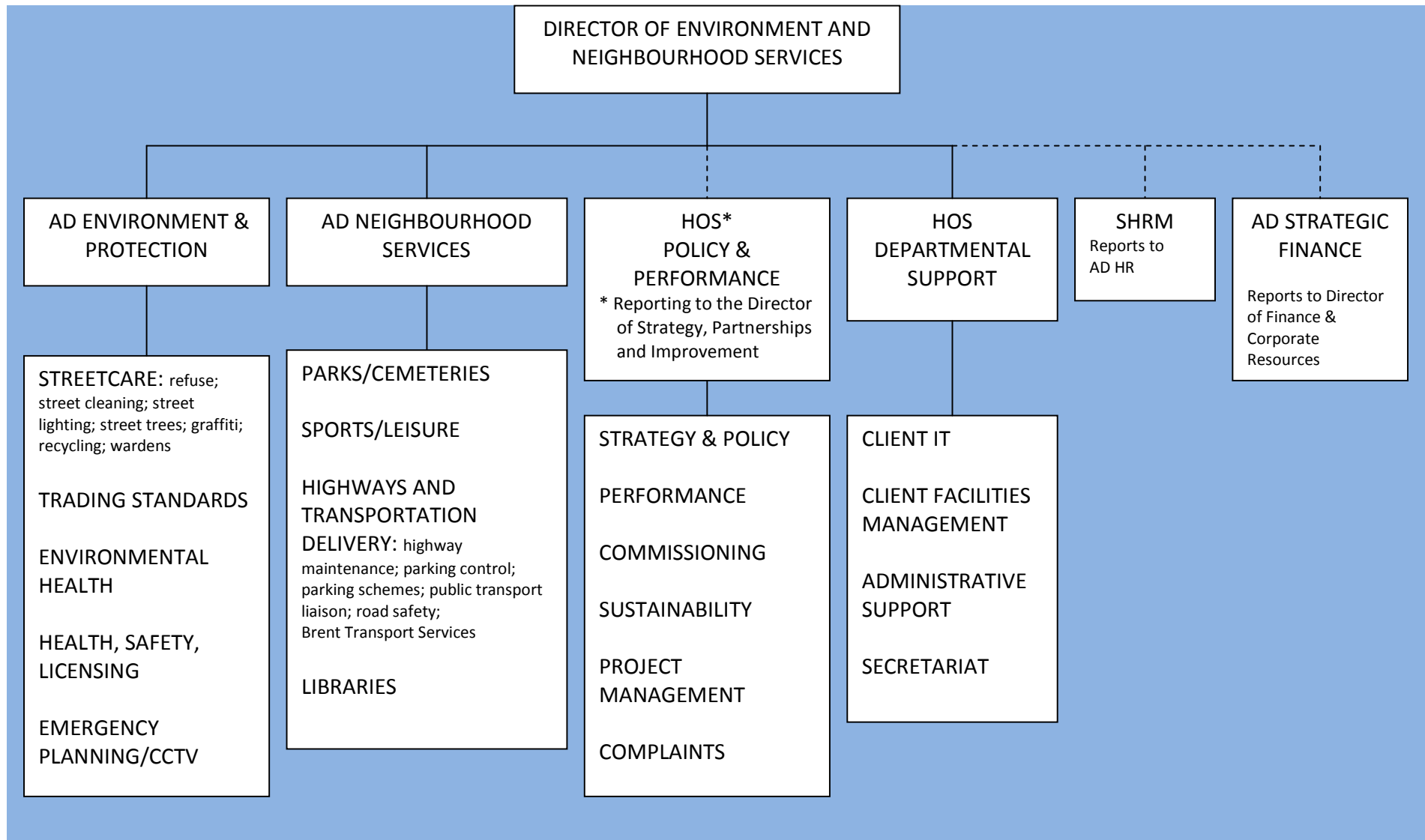


***Environment and Neighbourhood Services Department - proposed changes***

5.14 Merge the existing three divisions and create two divisions, one bringing together protection and regulatory functions, the other bringing together neighbourhood based services and activities. (Streetcare will be included with protection and regulation to ensure balance between the two divisions.) Specific proposals include:

- Environment and Neighbourhood Services retains responsibility for the full range of local environment and related services with a dual brief to promote the green agenda and encourage local community involvement in service delivery
- Planning, development control and building control transfer to the new Regeneration and Major Projects Department
- The small Festivals and Arts team and the BRAIN community database transfer to the new Customer and Community Engagement function
- Service policy, planning, performance and complaints resources including the GIS team (subject to further consultation with the postholder) to remain located within the department but with a direct reporting line to the Director of Strategy Partnerships and Improvement
- IT systems support transfers to corporate IT as part of the rationalisation of council-wide IT resources
- Brent Transport Services (BTS) transfers from the Children and Families Department to Environment and Neighbourhood Services to be managed within a new highways and transport services function
- Environment and Neighbourhood Services become the lead department for the development of our locality and ward/neighbourhood approach to local service delivery
- New structures are established, in consultation with elected members, to enhance the role of local ward members and local residents in the scrutiny of local service delivery by the Council and its partner agencies

## ENVIRONMENT AND NEIGHBOURHOOD SERVICES DEPARTMENT: PROPOSED STRUCTURE



### **Children and Families Department**

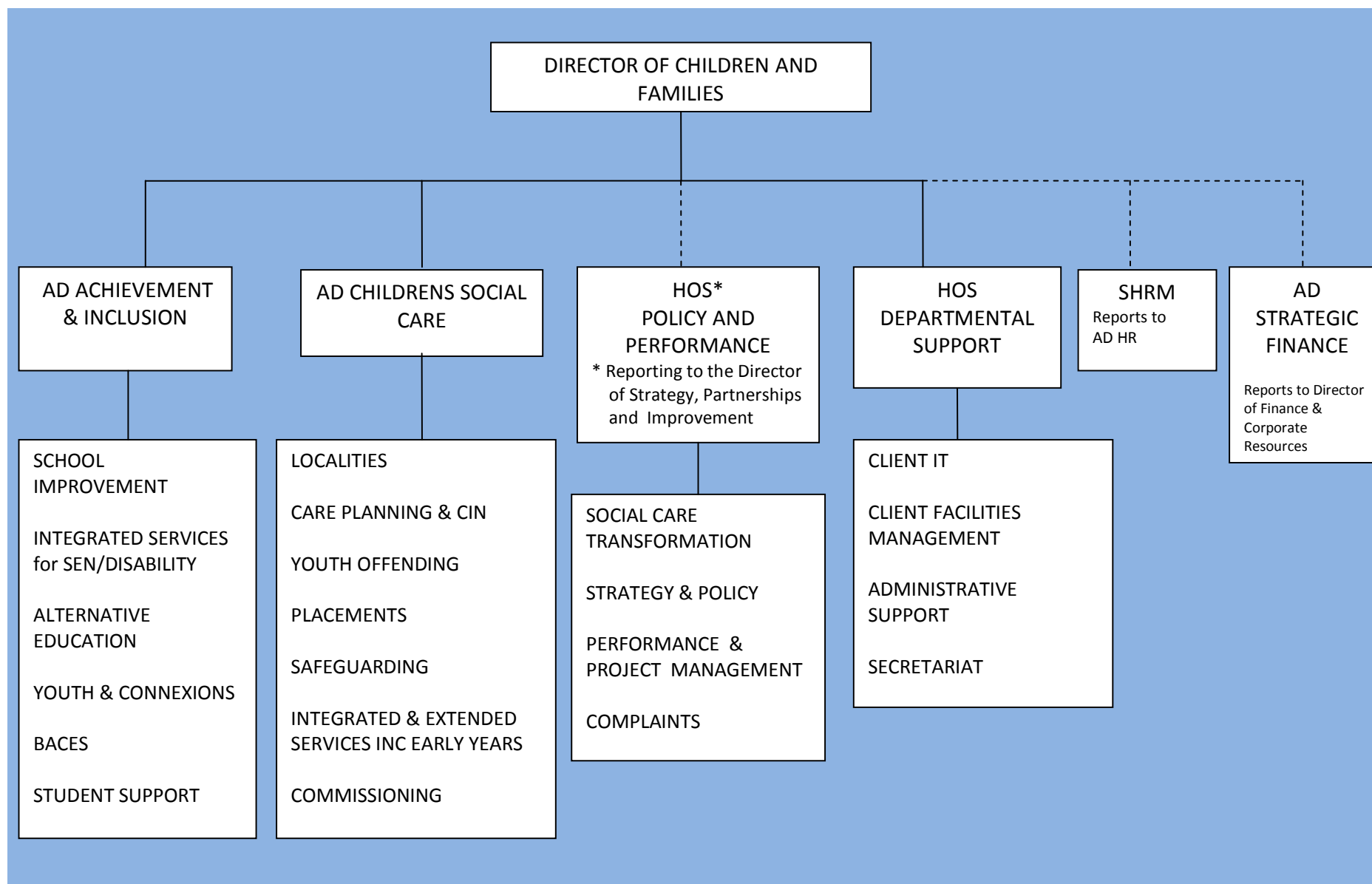
- 5.15 Given the range, complexity, profile and sensitivity of services provided by this department, no major re-design is proposed at this stage beyond a streamlining of the divisional arrangements in line with the overall approach to the configuration of departments. However, I do believe that there is an increasingly persuasive case for returning to a more integrated 'social care and health' focused department that combines both adult and children's social care roles together with an increased role for local government in the commissioning and scrutiny of health services and the provision of public health. The national policy context and the future role of the various inspectorates are both currently under post-election review so it would be premature to propose major changes until this landscape becomes clearer. However, this is an area that may well need further discussion in another year or two.
- 5.16 There are some indications that the Government may at least be considering its position on these issues – certainly, the process for commissioning and overseeing the delivery of health services at the local level in London is very much under review at this time. This could see a role for local authorities working with clusters of GP commissioners and a possible incentive for local authorities to re-integrate adult and children's social care functions in a new personal social services function. The coalition also appears to envisage an increased role for local government on local health boards and trusts but the detail is still too sketchy to be certain about the detail. With a pressing need to secure substantial cost reductions in future, there must be a compelling case for removing some of the institutional barriers which inhibit councils and health services from providing more seamless joined-up services to the many client groups that they share in common.
- 5.17 There is a much more immediate case for moving work related to the Primary Capital Programme, the recently expanded academies programme and any replacement for the Building Schools for the Future programme and I am therefore proposing that these functions transfer to the new Regeneration and Major Projects Department as soon as it is established. The technical and project management skills required to deliver a major capital project on time, on specification and on budget are very different to those needed to manage an existing facility or to deliver high quality education services within that facility so it makes sense to locate the delivery of capital projects in a department that has those specialist technical skills.

### ***Children and Families Department - proposed changes***

- 5.18 It is proposed to merge the three existing divisions – strategy and partnerships, achievement and inclusion and children's social care - into two divisions, one for children's social care and the other for achievement and inclusion. The current finance and performance division is being deleted as part of the implementation of the Finance Modernisation project. The emphasis will be on strategic finance support to the department with the non-finance functions currently in the postholder's portfolio transferred to other appropriate parts of the Children and Families Department.
- 5.19 Specific changes include:
- moving education capital projects to the new Regeneration and Major Projects Department
  - the transfer of strategy, planning, information work and complaints to a new 'business partner' policy and performance team in Children and Families

- this team to have a direct reporting line to the Director of Strategy, Partnerships and Improvement similar to that proposed in the other big frontline departments
- retain commissioning within children's social care
- transfer the professional learning and development team to the corporate learning and development function
- transfer Brent Transport Services to the Environment and Neighbourhood Services Department

## CHILDREN AND FAMILIES DEPARTMENT: PROPOSED STRUCTURE



### **Housing and Community Care Department**

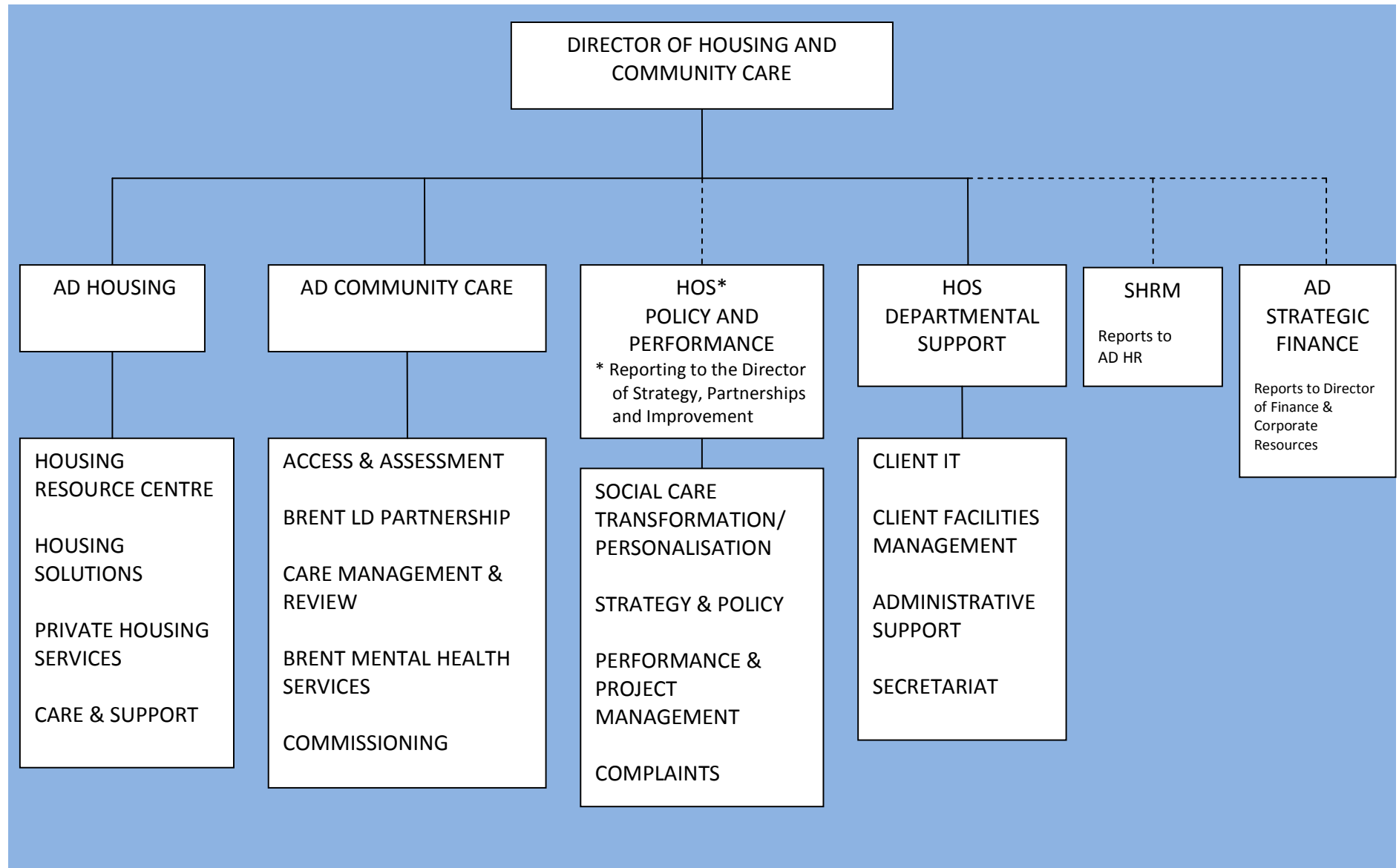
- 5.20 This is a broadly-based department with two distinct if sometimes unconnected areas of responsibility – the traditional ‘housing department’ function and the ‘adult social care’ function imported from the former Social Services Department following the Laming recommendations for structural changes in response to the Climbié Inquiry. There are arguably still two ‘spheres of professional influence’ within the department which suggests there may still be some scope for further integration and efficiencies with respect to common support services. There is also a live and current national debate about the future of Arms Length Management Organisations (ALMOs) and their relationship to their parent local authorities. There are a number of possibilities for the Council’s future relationship with Brent Housing Partnership (BHP), some of which could mean the resumption by the Council of a direct housing management role. I will shortly be commissioning an independent review of the future options for BHP so that we are in a position to make an informed decision prior to the expiry in August 2012 of our current contract with the organization. While the outcome of this review could require some further structural changes, these are unlikely to be too problematic and could in my view be integrated within existing structures without major difficulty.
- 5.21 The discussion above in relation to Children and Families has obvious relevance to Housing and Community Care since any return to an integrated social care function would be very likely to lead to the detachment of adult social care responsibilities from the existing Housing and Community Care Department. For the reasons set out above, the institutional and policy landscape is currently too uncertain to recommend any significant structural change at this time but this may well be an issue for further review in another year or so. By then, we should also be clearer about our future relationship with BHP and what if any structural implications this might have for Brent Council. We could then consider whether we wanted to re-establish a free-standing Housing Department, retain the current housing and community care alignment or merge housing management with other neighbourhood services in the Environment and Neighbourhood Services Department.

### ***Housing and Community Care Department - proposed changes***

- 5.22 It is proposed to merge the four existing divisions – housing needs and private sector, strategy and regeneration, community care and quality and support – to create two new divisions, - one for community care and the other for housing - with the transfer of other functions to either the new Regeneration and Major Projects Department or other existing units within Housing and Community Care. Specific changes would include:
- the transfer of the housing regeneration team and the affordable housing development team to the new Regeneration and Major Projects Department
  - planning, performance, policy, service development/transformation and information functions become part of a departmental policy and performance team but with a direct reporting line to the Director of Strategy, Partnerships and Improvement (as proposed for all three frontline departments)
  - retain commissioning within the community care division
  - complaints transfers to the policy & performance team

- IT systems support and development transfer to corporate IT, as part of the rationalisation of council-wide IT resources
- learning and development transfers to the corporate Learning and Development function
- an urgent independent review is commissioned to review the various options for the Council's future relationship with Brent Housing Partnership with a report to Executive members by March 2011 at the latest

## HOUSING AND COMMUNITY CARE DEPARTMENT: PROPOSED STRUCTURE





### **Strategy, Partnerships and Improvement**

- 5.23 The existing role of the Policy and Regeneration Unit will be significantly altered with the proposal to create a new Regeneration and Major Projects Department. It is proposed that we create a new high-powered Strategy, Partnerships and Improvement function with overall responsibility for the strategic planning and policy direction of the Council, the development of and support for external partnership working and the leadership of our One Council improvement and efficiency programme. The remit of the new Strategy, Partnerships and Improvement service will continue to include key strategic and corporate areas of activity covered by the former Policy and Regeneration Unit such as the Corporate Strategy, external partnership development including our strategic relationship with the NHS, the work of our Local Strategic Partnership (LSP) and Total Place (or its successor) in relation to place or area-based budgets. However, given the importance of the One Council Programme to the Council's long term future and the substantial growth in the level of associated programme and project management activity, a primary focus for the new department will need to be on the successful delivery of the cost reduction programme whilst still addressing the policy priorities of the new Administration.
- 5.24 At a time when we are avowedly moving towards a stronger 'One Council' model for all corporate and support services, it is increasingly anomalous for each service area to retain its own silo-based policy, planning and performance functions which largely operate free from any meaningful corporate oversight. In my view, policy, planning and performance work should be seen as an intrinsically cross-council activity which can generate significant economies of scale, can promote stronger operational links between services and professions and should seek to develop the full potential of multi-agency working. Very few successful companies or agencies would devolve policy, planning and performance work to the degree that has been accepted as normal in Brent for many years and I think it is now time for this to change. While I recognise that some will see this as a radical move, it is entirely consistent with the One Council approach adopted in other corporate and support services and I see no good reason why policy, planning and performance should not be subject to the same disciplines.
- 5.25 My view is reinforced by the work undertaken last year by PWC which showed that in summer 2009 Brent Council had no fewer than 309 fte posts at a cost in excess of £12 million a year working on strategy, policy, research, consultation, performance management, business information and reporting ie nearly 10% of our non-schools workforce. Allowing for the fact that some of these posts may have been deleted during the recent downsizing exercise, this still suggests that there is scope for removing perhaps another 50 -75 posts council-wide if we streamlined our business processes, simplified our reporting requirements and reduced the inevitable overlap and duplication arising from operating in departmental silos. I therefore propose that we develop a 'business partner' model for this area of work similar to that already operating in areas such as Finance and HR with teams still based in their host departments (subject to review once the Civic Centre opens in 2013) but with a new direct reporting line from the relevant service head to the Director of Strategy, Partnerships and Improvement. I am also proposing that the Director is tasked to deliver an overall 25% budget reduction for the 2011/12 financial year by re-shaping our work in this area.
- 5.26 The service will continue to have board-level leadership through the Director of Strategy, Partnerships and Improvement who will continue to report to the Chief Executive. In relation to the One Council Programme, the Director will have overall day-to-day executive control of the programme, including the programme management and governance arrangements, and be responsible for ensuring its delivery within a framework of strategic oversight and approval by CMT for major policy decisions. The Director will work with project sponsors, the

Programme Board, the Chief Executive and the CMT to ensure the development and delivery of current projects, the resolution of any differences and the identification, development and delivery of any new projects.

5.27 It is proposed to create an additional Assistant Director post to head up the One Council Programme Management Office (PMO) - this will of course take place within the context of the continuing substantial reduction in our overall management costs and workforce. This proposal addresses a number of critical issues in ensuring the success of the programme:

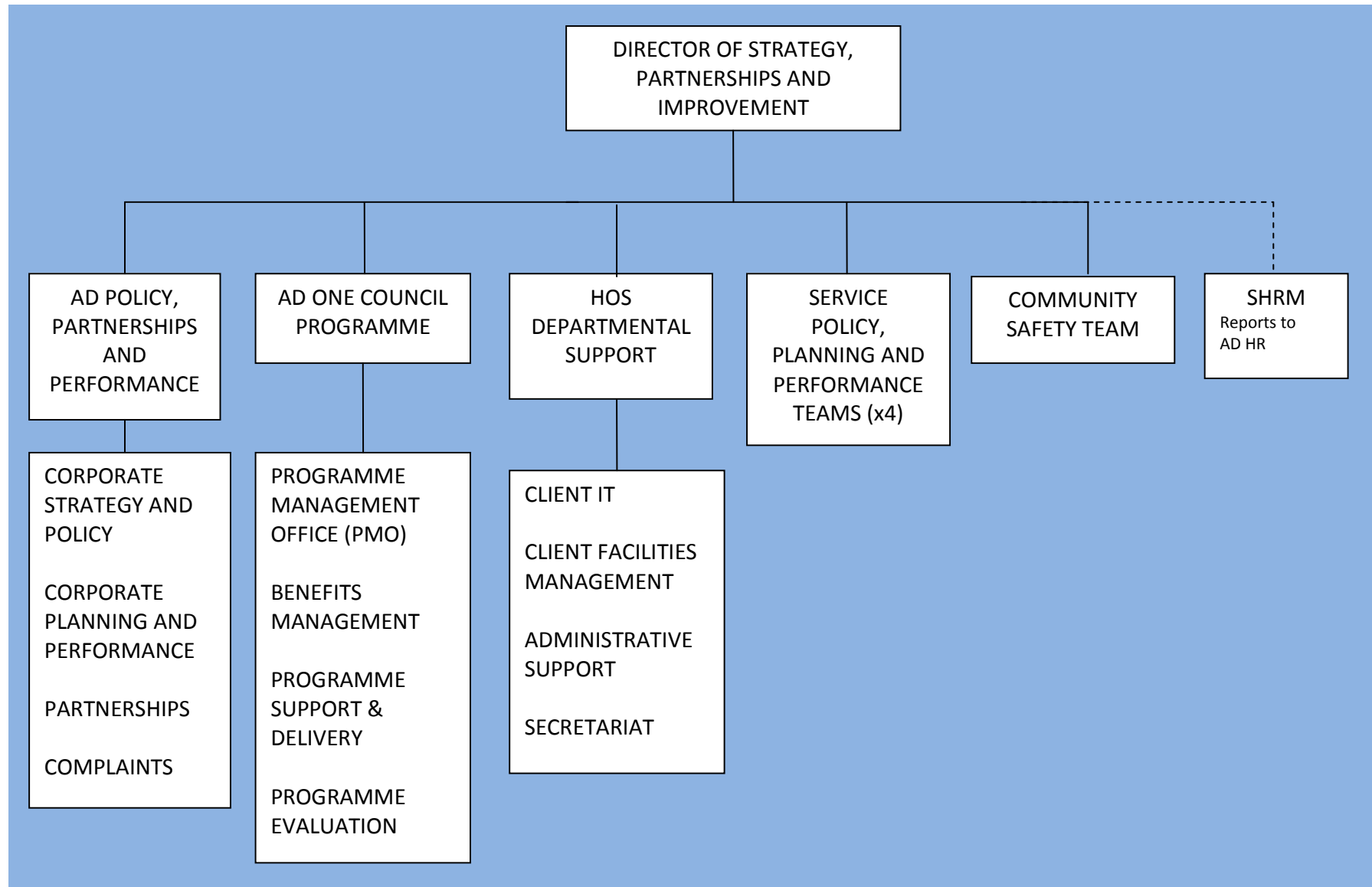
- the current Assistant Director for Policy, Partnerships and Performance has been spending a large part of her time supporting the Programme. This is not sustainable in the longer term, particularly with the additional responsibilities they will have in relation to the new 'business partner' model for policy and performance across the Council
- the scale, importance, complexity and pressing delivery timescales undoubtedly warrant the full time input of a senior manager with appropriate high level experience to support the Director and the Improvement and Efficiency Board in ensuring successful delivery of the programme
- we have discovered from recent experience that high grade programme and project management requires specialist skills and knowledge that are relatively scarce, particularly in conjunction with the right level of senior experience in the public sector arena
- the Council currently has a relatively low level of programme and project management expertise. One of the responsibilities of this new post holder will be to continue the development of a cadre of in-house project managers which will in due course reduce the requirement for external resources

***Strategy, Partnerships and Improvement Unit - proposed changes***

5.28 Specific changes would include:

- the Director of Policy and Regeneration post to be re-designated Director of Strategy, Partnerships and Improvement and to exercise day-to-day executive control and leadership of the One Council Programme
- a new Assistant Director post to support delivery of the One Council Programme will be created to head up the Programme Management Office (PMO) which is already in place in the service area
- the existing Regeneration division will move from the Policy and Regeneration Unit to the new Regeneration and Major Projects Department
- the Neighbourhood Working team will transfer to the new Customer and Community Engagement function
- the existing Assistant Director Policy and Performance will line manage departmental policy, planning and performance team heads in the four frontline service departments using the 'business partner' model already operating in Finance and HR
- the Director of Strategy, Partnerships and Improvement is tasked to deliver a 25% budget reduction in council-wide policy, planning and performance expenditure to deliver a substantial saving for the 2011/12 financial year
- the Community Safety team will remain within the service as a key council-wide and inter-agency function

## STRATEGY, PARTNERSHIPS AND IMPROVEMENT: PROPOSED STRUCTURE



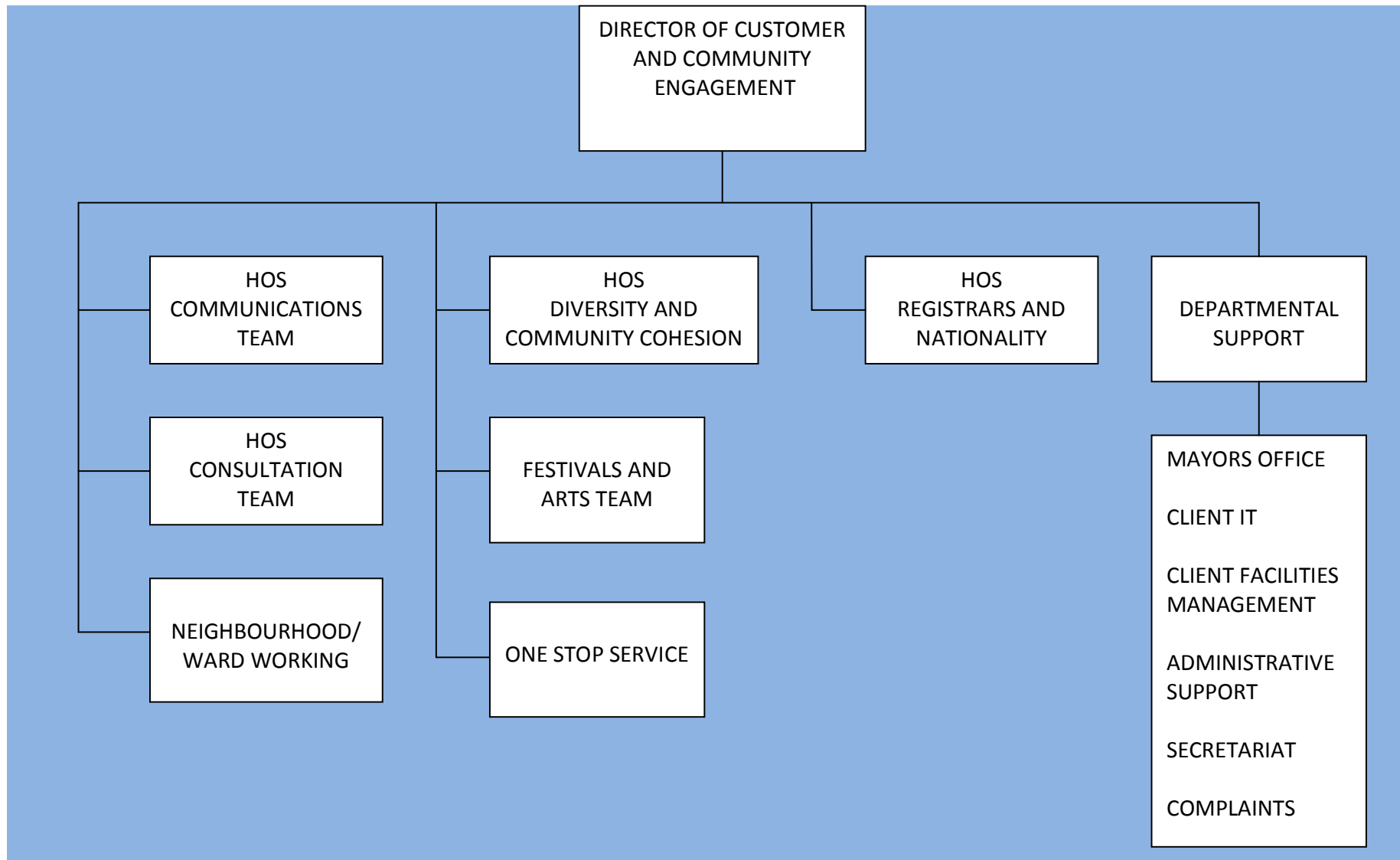
### **Customer and Community Engagement**

- 5.29 This expanded unit builds on the current Communications and Diversity function but gives it a strengthened focus on community and citizen engagement issues. The department will retain responsibility for communications, consultation and diversity and take new responsibilities for neighbourhood working, festivals and arts and the One Stop service. The integration of these citizen-facing services alongside the Communications Team, the Consultation Team and the Registration and Nationality Service provides a strong platform to drive forward the Administration's commitment to improved community and citizen engagement. For the first time, all of our important citizen-focused services will be under unified management and this will add coherence and impetus to our developing work in this area.
- 5.30 The unit will play a vital part in giving substance to the Council's community leadership role and will contribute to the development of our locality and ward/neighbourhood. These roles can only be meaningful if citizens and communities are actively engaged in the issues that affect the quality of their lives and also feel that they have a real stake in their neighbourhoods with an ability to influence decisions that impact on their lives. Effective communication, consultation and engagement, designed in ways that enable all communities to have their voice heard in the Council, is fundamental to promoting better community relations, supporting our equality objectives and enhancing sustainable community development. While 'localism' is espoused freely by national politicians, it is our responsibility to define its full meaning here in Brent and to create the climate, institutional arrangements and incentives to bring it to life in the daily lives of local people. This unit will help to consult on, articulate and make the case for neighbourhood empowerment while the new Environment and Neighbourhood Services function will take the lead in re-shaping actual services to reflect concerns raised during the consultation and engagement process.
- 5.31 The new Secretary of State for Communities and Local Government has already given a very clear indication that localism is the key priority for his department. While the detail of this policy commitment has yet to emerge, it is clear that central government is envisaging a substantial set of policies with a Localism Bill expected to be published later in the year. The Customer and Community Engagement Unit will play a key role in developing the Council's response to the Government's localism agenda and ensuring that local priorities continue to be fully reflected in the Council's strategies and service delivery.
- 5.32 Communications and Diversity already currently play a large role in organizing and managing festivals in the borough. As members will be aware, arts and festivals play a very significant part in supporting community development and cohesion in this most multi-cultural of London boroughs. Adding this to the new unit's portfolio of responsibilities will allow a closer integration of this work into the strategic development and delivery of the Council's community cohesion and engagement agenda.

### ***Customer and Community Engagement - proposed changes***

- 5.33 The proposed changes in this area are as follows:
- The One Stop service will transfer from the Business Transformation Department, subject to further consultation with staff
  - The Neighbourhood Working team will transfer to Customer and Community Engagement from the Policy and Regeneration Unit
  - The small festivals and arts team will transfer to Customer and Community Engagement from Environment and Culture
  - The Director of Communications and Diversity to be re-titled Director of Customer and Community Engagement

## CUSTOMER AND COMMUNITY ENGAGEMENT: PROPOSED STRUCTURE



### **Finance and Corporate Resources Department**

5.34 The finance function within the existing Finance and Corporate Resources function is currently going through major change as part of the Finance Modernisation Project. This is designed to:

- implement one common approach to finance
- deliver improved, efficient and effective service to customers
- standardise financial policies, processes and systems
- create a Finance Service Centre (FSC) to deliver transactional services
- put in place a business partnering model for departmental financial support

The project when completed will deliver:

- annual savings of £1.5million
- improvement in the quality of financial support
- greater flexibility to respond to future changes
- improved customer service and greater job satisfaction for finance staff
- closer alignment with one council objectives

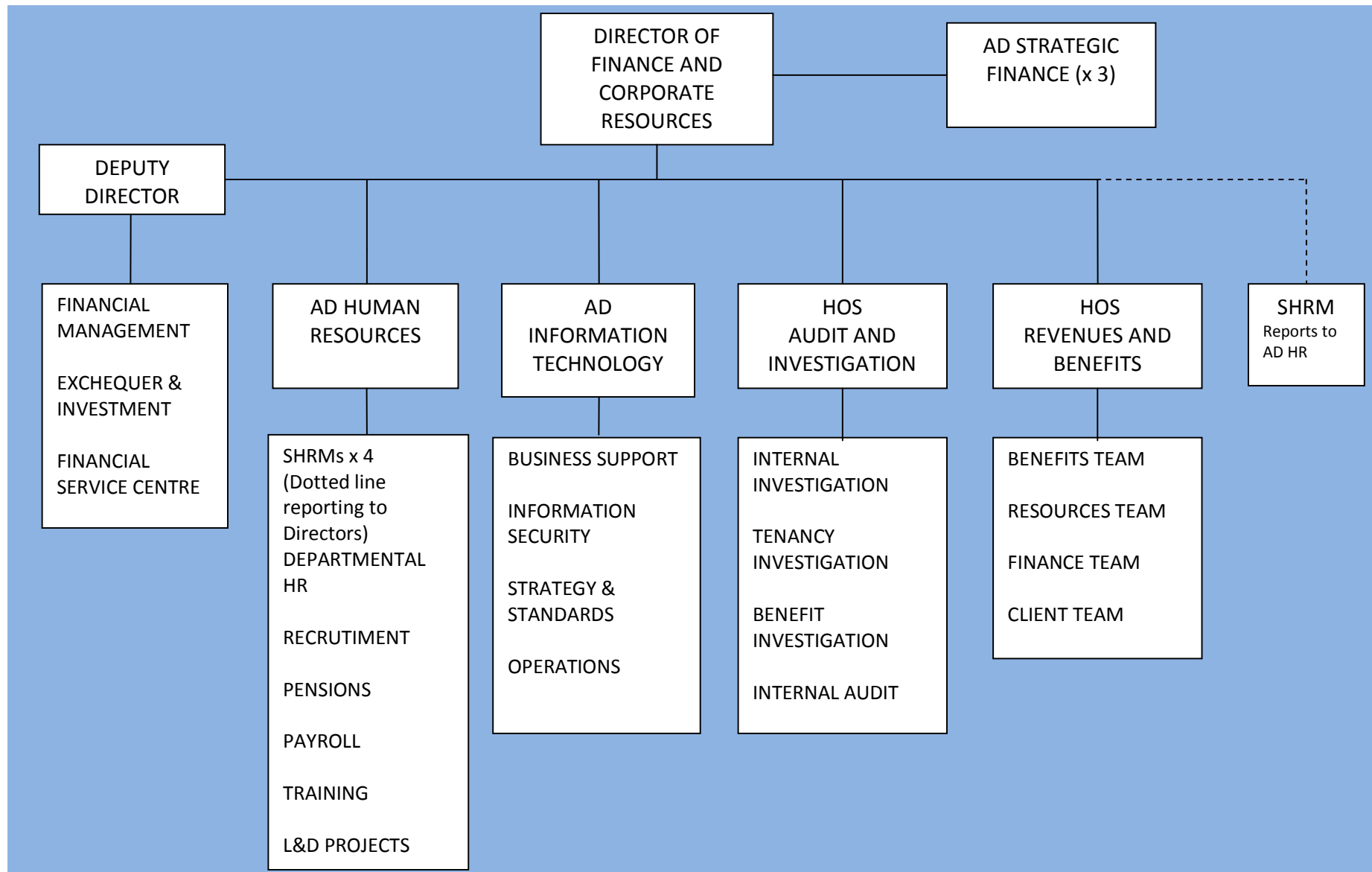
Implementation is under way with the new Oracle system in place and recruitment is taking place to the new structures, including the Finance Service Centre, which will be responsible for all finance transactional activity.

### ***Proposed changes***

5.35 Changes proposed to the Finance and Corporate Resources department include:

- Human Resources and Information Technology to transfer to the department from Business Transformation, subject to further consultation with staff
- the deletion of the management services function, as part of the staffing savings made through the first wave of post reductions
- the transfer of procurement to a new Legal and Procurement Unit as part of the procurement project within the One Council programme
- the transfer of our property and asset management function to the new Regeneration and Major Projects Department

**FINANCE AND CORPORATE RESOURCES DEPARTMENT: PROPOSED STRUCTURE (implementation underway through the Finance Modernisation project)**



## **Business Transformation Department**

- 5.36 A number of important themes have emerged from the consultation that have led me to reconsider the number of proposed departments compared to my original proposals. These themes include:
- a view that the centre is expanding at a time when the organisation generally is downsizing
  - a perceived imbalance between the number of frontline service departments and corporate functions
  - an ambiguity between the roles of the Business Transformation Department and the Strategy, Partnerships and Improvement Unit
  - questions as to why the Civic Centre programme was not located within the proposed Regeneration and Major Projects Department

Taking into account the totality of the concerns expressed in the consultation and in conjunction with the even greater level of reductions in public sector spending that the coalition Government is clearly now committed to, I am persuaded that consideration of the number of departments does now need to be seen as part of this restructuring. All departments and senior roles within them must be seen to be adding value and to justify their existence as a free-standing part of our corporate structures and, for this reason, I have thought long and hard in recent weeks about the need for each of our current service areas. I have recognised in particular that there is a logic in including our largest current capital project – the construction of a new Civic Centre – within the Regeneration and Major Projects Department.

- 5.37 Over the past eighteen months, we have successfully developed a much more coherent, comprehensive and sustainable programme of action to tackle the Council's funding position while seeking to deliver improved services. We have made very substantial progress on the One Council Improvement and Efficiency Programme, both in putting in place the required programme management infrastructure including a new Programme Management Office as well as developing more than a dozen of the key projects within the Programme. It is now the primary vehicle for promoting and overseeing transformational activity across the Council, including key projects related to business support and back office functions, new ways of working and the construction of and move to the new Civic Centre. The importance of the Programme is reflected in the proposed change of focus for the current Policy and Regeneration Unit, the additional senior management capacity created in that Unit to help ensure its successful delivery and the clear remit given to its Director for day-to-day management of the Programme on behalf of the Corporate Management Team.
- 5.38 In addition, the scale, complexity, importance and impact of the Programme mean it is neither sensible nor realistic to rely on any one department to deliver the bulk of the Programme – in practice, this was never intended to be the case even when the Business Transformation Department was first proposed. The Corporate Management Team's leadership of and collective support to the Programme is vital to its success. With a more elaborate programme management infrastructure now in place and underpinned with clear responsibility for management of the Programme, the Corporate Management Team has the necessary support to exercise its strategic leadership responsibilities both for the overall programme and as individual sponsors of projects. The changes to the composition of CMT will offer a further opportunity to review the allocation of project sponsorship responsibilities to ensure the 'strategic load' is sensibly allocated across Directors. Indeed, I would like to see more Assistant Directors and other senior staff assuming leadership roles for our most critical change projects under the One Council Programme umbrella.



5.39 The Business Transformation Department was conceived as the department that will drive the process of change that culminates in the Council's move into a new Civic Centre in June 2013. It has made some good progress in this respect and its Director, managers and staff are to be congratulated on their commitment and drive. We have seen our HR service become a more active and influential player in our wider change processes, notably around the Structure and Staffing Review project. The People Centre has developed further and is increasingly seen as a key element in our evolving approach to business support. Work on ICT continues apace with some major innovations in place or in the pipeline. Customer services and the One Stop service are at the centre of a major review of our customer contact arrangements that will transform the way we interact with Brent residents in the future. And the Civic Centre programme team are performing well with the project itself on schedule, on specification and on budget.

5.40 Given the developing role of the Strategy, Partnerships and Improvement Unit with regard to the One Council Programme, the clear strategic remit of CMT as the principal 'owner' of the programme and the now widely dispersed leadership across the whole Council of the Improvement and Efficiency Programme and its component projects, I have been forced to review whether or not there is still a critical mass of distinct activities that justifies retaining Business Transformation as a separate department. In more equitable financial times, I would still consider there to be an arguable case for retaining such a function but I accept that it is increasingly difficult to justify a separate corporate department with board-level representation when our arrangements for 'transformation' have moved on so much over the last twelve months in particular and when the rest of the organisation is being asked to review critically all layers of management and all support functions. Ironically, the very success of the component teams within Business Transformation gives me confidence that they would still thrive in whatever departmental context they were re-located. I have therefore concluded that on balance the case for retaining a corporate 'transformation' function is not sufficient to justify the retention of a free-standing Business Transformation Department and I therefore propose that, subject to further consultation with affected staff, it is deleted as part of this restructuring exercise.

5.41 ***Proposed changes***

Taken together, these developments point to a reduced requirement for the Business Transformation Department *per se* although there is evidently a need for the operational functions within the Business Transformation Department to continue. I believe that the vitality of the component parts of Business Transformation and the availability of suitable alternative departmental 'homes' for these functions mean the abolition of the department itself poses limited risks to the organisation other than the admitted loss of senior management capacity currently in place. I therefore make the following proposals:

- Human Resources/People Centre and Information Technology to be located with Finance within a retained Finance and Corporate Resources Department. This brings together a set of key corporate functions that are all moving towards the same business partner model, which creates further opportunities to develop the model, for example through combining transactional functions.
- The Assistant Director, IT and the Assistant Director, HR to report to the newly appointed Director of Finance and Corporate Resources. All reporting arrangements below the Assistant Directors will remain the same in the immediate term. The move to a fully integrated, cross-council IT function will continue.
- the Civic Centre Programme function and its chief officer to move to the Regeneration and Major Projects Department and to carry the corporate leadership role for all matters relating to the new facility including management of the move

itself and the measures needed beforehand, including promoting flexible and remote working, to ensure a successful and problem-free occupation

- the One Stop service to transfer to a new Customer and Community Engagement Unit under the current Director of Communications and Diversity. This fits comfortably with the Unit's remit around public and citizen engagement and emphasises the outward-looking focus of this important corporate function. In the longer term the One Stop service will be redefined in line with the customer services delivery model under development through the customer services project

5.42 Overall, these proposed changes would ensure:

- a reduction in the proposed number of departments and further reductions in senior management costs
- a better balance between corporate and frontline service functions on the Corporate Management Team
- a clearer single point of accountability for managing the One Council Programme within the new Strategy, Partnerships and Improvement Unit
- the alignment of major support functions such as finance, HR and ICT within a resources department with new leadership and a mandate to take forward our transactional services and shared services agendas
- the re-location of the Civic Centre project with our mainstream regeneration and major projects capacity
- the move to a fully integrated cross-council IT function will continue
- HR will continue to be a key player in delivering the One Council Programme
- customer services work will still be transformed through the implementation of the One Council project on customer contact

## **Legal and Procurement**

- 5.43 The Borough Solicitor/Monitoring Officer post is currently responsible for legal, democratic and electoral services. I am proposing to move the procurement function (currently located within Finance and Corporate Resources) into a new Legal and Procurement function headed up by the Borough Solicitor who has previous high level experience of managing such a combined function in a previous city-wide authority. There are important areas of commonality between legal and procurement although it is expected that the two functions will nevertheless still operate from separate professional teams within the new unit. Both functions require a rigorous and disciplined attitude with regard to process issues and both have the potential to impact positively across a broad swathe of operational activities. There are some important areas which offer the potential for closer working with other agencies and authorities such as the development of shared services and joint procurement exercises where legal aspects are often crucially important. The Council's legal service has already offered support to the West London Alliance's adult social care shared services project and this is something that can clearly be developed in the future.
- 5.44 As well as taking line management responsibility for the procurement function, the Borough Solicitor will become the project champion/sponsor for the key improvement and efficiency project around improved purchasing and procurement which is currently held by the outgoing Director of Finance and Corporate Resources. In recognition of these wider and heavier responsibilities, I propose to re-instate the Borough Solicitor post as a full member of the Corporate Management Team under the suggested title of Director of Legal and Procurement.

### ***Legal and Procurement Unit – proposed changes***

- 5.45 It is proposed to make the following changes:
- combine the current Legal Services function with the Procurement and Risk Management function currently located within Finance and Corporate Resources
  - the Borough Solicitor to assume the added role of Director of Legal and Procurement and to remain the authority's Monitoring Officer
  - the Borough Solicitor/Director of Legal and Procurement to become a board level position with full membership of the Corporate Management Team
  - democratic services will remain within the Unit

## **6. IMPLEMENTATION AND TIMETABLE ISSUES**

- 6.1 Implementation is governed by the Council's Managing Change Policy. This is designed to support a continuous process of planned, strategic and co-ordinated change which enables the Council to flex its organisational structure and deploy its staffing resources to best effect to meet its vision, values and performance objectives and deliver excellent services to the people of Brent. Critically, it also enables the Council to avoid redundancy and to retain and develop its most talented staff by focusing on the transferability of skills and competencies between old and new roles to enable people to be matched to new posts.
- 6.2 The criteria we will use to assess 'fit' include the appropriate knowledge, experience, skills and/or qualifications required by the person specification and, on this basis, the policy allows post holders to be ring fenced or redeployed into posts that are one or two grades above or one grade below their current grade. This level of flexibility is particularly critical in the context of this reorganisation, given the move to a flatter management structure with reduced numbers of managers across the council and the formulation of a new department with consequent shrinking numbers in each of the three main service departments. In this case, the approach adopted also provides opportunities for internal promotion for talented individuals where appropriate and has the potential to improve significantly the gender and ethnic diversity of the Corporate Management Team.

### **Pre-consultation**

- 6.3 The following actions have been taken to avoid compulsory redundancy:
- volunteers have been sought for Voluntary Redundancy/Early Retirement (VR/ER)
  - recruitment restrictions have been placed on all posts in the management structure other than the Director of Finance and Corporate Resources post which has already been externally advertised;
  - in line with Council policy, job matching has been carried out on a council wide basis.

The principles underpinning job matching are as follows:

- assimilation of current post holder when the old and new posts are substantially similar and within the same grade range and there are no more staff than posts;
- ring fencing of post holder(s) when the new post is one or two grades up or one down when compared to the current post and the role is deemed to be a suitable alternative by management and/or there are more potential redeployees than roles available where the definition of assimilation would otherwise apply. For example, those on Hay 3 are ring fenced against appropriate roles graded Hay 2, 3 or 4 and those on Hay 4 are ring fenced against appropriate roles graded Hay 2, 3, 4 or 5);
- redeployment of post holders where an employee is under notice (or imminent notice) of dismissal by reason of redundancy. Since the objective of our Redeployment Policy is primarily to avoid termination of employment in specific situations, positions which are one or two grades up or one down from their existing grade will be considered to enable greater flexibility for managing change.

### **Consultation**

- 6.4 Because the proposals in this report cut across the entire management structure of the council and impact on all main service departments as well as some core units, this restructuring exercise has been subject to consultation across the entire management structure. Those directly affected, including all members of CMT and Assistant Directors have been formally consulted.

### **Formal staff consultation**

- 6.5 The proposals for potential redundancies have been the subject of a statutory 30 day consultation period commencing 1 July with trade unions and the affected staff. The purpose of this was to seek views about ways of avoiding dismissals, reducing the number of employees who may be dismissed and mitigating the consequences of the dismissals.

### **Post-consultation**

- 6.6 The 30 day consultation period ended on 31<sup>st</sup> July. An overview of the issues raised is set out in section 11 of this report and where proposals are accepted (summarised in Annexe A), these have been incorporated into the report. Decisions made by the Executive and the General Purposes Committee will be circulated to relevant staff and unions shortly after the relevant meetings. Agreement of outstanding applications for VR/ER by relevant staff will be confirmed and release dates agreed. The assimilation process will commence immediately the new structure is agreed and ring fenced interviews will take place on pre-arranged dates by mid September. The proposals for assimilation and ring-fencing of those managers affected by the restructuring are set out in appendix 7 (not for publication). Any redeployees will continue to be matched with any remaining vacant posts while they serve their notice. It is proposed that the new structure will go live on Monday 18<sup>th</sup> October.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The proposals envisage a net loss of three Assistant Director (or equivalent) level posts within the main service areas, the creation of one new Director level post, with the deletion of another Director post, subject to consultation. This would generate a net saving in the salary budget of around £350,000 in a full financial year. There may be redundancy costs deriving from the loss of these three posts as they are all currently filled unless alternative employment can be found for the current post holders. The actual level of these costs will be dependent on the individual circumstances of those post holders not selected as part of the process. Any costs associated with this will be funded in 2010/11 from the salary savings achieved. The Assistant Director One Council Programme is a new post. However, the role has been undertaken since the establishment of the Programme Management Office in the autumn of 2009. This can therefore be funded from the existing Programme Management Office budget.
- 7.2 There will also be one-off costs, such as accommodation moves that will accrue from putting the new structures in place. This will also be funded from savings made as a result of the restructuring. No allowance has been made for any consequent costs and savings that could occur as a result of the proposed changes. For example, the further review of spans of control which will be undertaken as part of this overall project will probably lead to further efficiencies but these cannot be quantified precisely at this stage. Similarly, bringing together functions and teams centrally will be implemented with efficiency targets attached as a key objective – additional full year savings from these measures will be expected in 2011/12.

## **8. LEGAL IMPLICATIONS**

- 8.1 The One Council Programme which informs this report is a programme which has been well communicated and is clearly understood by staff. The report proposes a reduction of three Assistant Director posts and creates a new post of Director of Regeneration and Major Projects. At the same time, the report proposes changes in line management for a number of senior staff and some changes of directorate for some functions. In light of these changes, a period of consultation for staff will be necessary – however, due to the limited number of staff affected, the timeline for the consultation would need to be a minimum of 15 days. The Council's change management procedures will be followed for all those staff affected by these proposals. The proposals themselves have no implications for the statutory duties imposed upon local authorities in respect of officers with statutory responsibilities.

## **9. DIVERSITY IMPLICATIONS**

- 9.1 This report makes extensive reference to staffing issues but it is not expected to have any adverse consequences for the diversity of Brent's workforce or the provision of services to Brent's highly diverse population. The 2009-10 people dashboard has indicated a depreciating in leadership diversity in the council. The proposals to assimilate and ring-fence staff within the new departmental structure has the potential to facilitate the promotion of women and Black Minority Ethnic (BME) staff into more senior positions. Where downsizing proposals have been adopted, these have been screened to ensure that there are no disproportionate consequences affecting under-represented groups. An equality impact assessment will be undertaken on the final proposals following consultation. This will continue to be closely assessed as further changes are proposed and implemented.

## **10. STAFFING IMPLICATIONS**

- 10.1 This report deals substantially with a wide range of staffing matters and these are discussed in some detail in section 5 on the main proposals for change. While the proposed changes are significant and include a small overall reduction in posts at Assistant Director level, it is likely that there could be some potential consequential redundancies at this level. The council's managing change policy will be applied and staff directly affected including those at risk of redundancy will be individually consulted. The proposals in this report cover restructuring at CMT and DMT levels only and do not directly affect subsequent tiers at this stage. However, it is envisaged that once new structures are in place the implications on current fourth tier / Service Heads will need to be reviewed.

## **11. OVERVIEW AND CONCLUSIONS FROM THE CONSULTATION**

### **Introduction**

- 11.1 The publication of these proposals has produced a substantial number of written responses from across the organisation, in addition to the views expressed in my one-to-one meetings with Directors and Assistant Directors. I very much welcome what has proved to be a wide-ranging, serious and stimulating debate on the future shape of the organisation.
- 11.2 Many of the comments have supported the proposals, others have proposed alternatives, expressed very specific concerns, asked questions and/or raised issues. I have given very careful consideration to all of these comments and alternative suggestions. They have helped me shape and re-shape the final proposals set out in this report and which are now submitted to the Executive for consideration and agreement. The feedback has also reinforced my view that these changes are essential if we are to finally tackle the legacy of Brent Council's past inefficiencies. We

have a unique opportunity to move conclusively and decisively beyond that legacy and I am determined that this should now happen.

- 11.3 Where a convincing case has been made for either retaining current arrangements, or changing elements of the proposals that clarify or improve the intent of the original, I have incorporated these in the final proposals and reflected them in the report. For clarity, the most significant changes arising from consultation are set out in Annexe A.
- 11.4 Annexe B sets out more detailed responses to the key comments and issues raised, grouped under each department. It has not been possible to respond to all of the very detailed questions and issues raised in relation to activities within broad functional groupings, working arrangements either within or between departments, reporting lines and the impact on individual teams and services. I appreciate that managers and staff want to understand how the proposals affect them but this report and my response to the consultation cannot sensibly go into this level of detail. My overriding purpose is to set out a direction of travel, some general principles and a broad description of the building blocks that will make up the reconfigured Council. It is for the Directors and their new Departmental Management Teams to determine the configuration and operation of their departments within the One Council parameters that have been proposed in this report and the later phases of the Structure and Staffing review project which will consider structures below Departmental Management Team level in greater detail.

#### **Some themes from the consultation**

- 11.5 A number of themes have emerged that reflect important perceptions or raise important issues that are central to my rationale for putting forward these wide-ranging changes, including:
- a view that the centre is expanding at a time when the organisation is generally downsizing
  - a perceived imbalance between frontline services and corporate functions
  - an ambiguity between the roles of the Business Transformation Department and the Strategy, Partnerships and Improvement Unit
- 11.6 **An expanding centre** - these concerns are to some extent based on a mistaken view that the Regeneration and Major Projects department is part of the centre. It is however principally a service department with a majority of staff engaged in front line delivery and projects. This is not a question of semantics. While it includes some corporate functions, its primary role and focus is regeneration which is undoubtedly a core frontline business activity with key responsibilities and functions that are very clearly either providing services direct to residents (such as planning and building control) or putting in place and delivering substantial projects and programmes that are central to meeting the needs of residents, businesses and local communities. The overall quality of life in the borough, the quality of the built environment and the life chances and opportunities for residents are all seriously affected by the department's activities.
- 11.7 The point is made in the report but also bears repeating - our regeneration successes have been secured despite rather than because of our internal structures. This is no longer sustainable and I am absolutely certain that creating this department with a board level director is right for the organisation and more important, right for the residents and communities of Brent. It also resonates very strongly with the new Administration's Corporate Strategy and its wider ambitions for the borough as a whole.
- 11.8 Many of the responses acknowledge the description of an area of activity that has lacked coherence in the past, welcome the proposal for the new department and recognise the much greater coherence this will bring to a key priority for the Council.

Some responses also suggest that the current economic climate undermines the requirement for a regeneration function. On the contrary, I consider that the case for doing so is even greater in a period of recession. The Council has a critical community leadership role in leading and enabling the development of sustained and sustainable regeneration programmes, which create the conditions over time that ensure that as the economy recovers - as it eventually will - we can ensure that the borough, its residents and businesses get the maximum benefit from the eventual economic upturn. A strong focus on regeneration is more necessary during a recession than during more buoyant economic times.

- 11.9 ***The perceived imbalance between frontline services and corporate functions*** - the scale of the prospective cuts in local government funding will mean no service can be entirely sheltered but I am committed to protecting frontline services as far as possible, while at the same time requiring that they are subjected to the same rigorous scrutiny in relation to costs and performance as all other services.
- 11.10 We must also be very clear about the nature of any imbalance. There is a real and substantial issue, highlighted through the analysis by PriceWaterhouseCoopers, in relation to the balance of resources between staff engaged in frontline service delivery (29%) and staff involved in back office and enabling activities (71%). The latter are of course located in both service and corporate departments and need to be subjected to the same rigorous examination wherever they are located. We are committed to re-balancing this allocation to a 50:50 ratio and the downsizing in posts over the past twelve months has explicitly targeted management, back office and enabling activities as part of these efforts. Over 80% of the 299 post reduction achieved over this period has come from management, business support and customer contact. This is evidence that we are delivering on the commitment to protect frontline services. Nevertheless, there is still a substantial task in achieving the 50:50 balance and this will mean a continuing spotlight on back office and enabling activities.
- 11.11 There is also a real issue relating to the views that underpin the notion of the need for balance between service departments and corporate functions, as distinct from staffing resources. A number of comments indicate a perception that the restructuring is shifting both the 'balance of power' and resources to the centre. This is both an inaccurate and unhelpful response to my proposals. It is perhaps a reflection of an 'old Brent' legacy that views the relationship between frontline services and the corporate centre as at best an inconvenience, at worst a source of rivalry.
- 11.12 Such views see resources as 'belonging' to a service or department rather than to the Council as a whole and implies that corporate priorities and requirements are marginal or secondary to departmental considerations. This view of course is not the case across the board but I want to make it very clear that these polarised attitudes and behaviours are unacceptable anywhere in the organisation. Our One Council approach means all sections of the organisation will need to work together across departmental and professional boundaries – the corporate centre (which in practice includes quite a few frontline functions such as revenues and benefits and external communications) must support the delivery of frontline objectives while frontline departments must equally contribute to corporate goals and priorities. They are not separate entities occupying different universes – they are both parts of the 'One Council' multi-disciplinary approach and cross-council team.
- 11.13 The One Council ethos requires all managers and staff to work collectively towards delivering the Council's corporate priorities, as well as operating in an integrated, coherent and consistent way and within corporate frameworks. The proposed structures are aimed at creating a single, integrated set of functions, all of which are required to operate effectively together if we are to function as a coherent organisation that can deliver the priorities of the Administration, reduce costs and improve services.



- The model is designed to ensure each part of the organisation is focused on its primary purpose and that collectively we operate as an integrated single organisation
- 11.14 There is also a clear case for retaining sufficient senior management to ensure the organisation has the necessary leadership capacity in what is probably the most significant period of change for local government and this Council in many decades. The combination of our own change programmes, the extremely tough public sector funding conditions and a new Government pursuing an increasingly radical agenda will make increasing demands on our already stretched management resources.
- 11.15 At the same time I do recognise the concern about any increase in the overall number of departments at a time of significant downsizing and linked to this a perception that 'the centre' is somehow growing. My report clearly indicates the likely need to review our structural arrangements again in the future in response to the worsening financial situation, the further development of Government policy towards local councils and also following on from the move to the new Civic Centre in 2013. This report is therefore unlikely to be the final word on structural change and further tough decisions will in all probability be needed over the next year or two as the wider financial and policy context becomes clearer.
- 11.16 ***Ambiguity between the roles of the Business Transformation Department and the Strategy, Partnerships and Improvement Unit*** - the Improvement and Efficiency Strategy published in the autumn of 2008 set out the broad approach to creating the new Business Transformation Department. It was given a clear focus on the transformation of business processes and back office activities, aimed at creating the organisational infrastructure needed to support the One Council ethos and the move to the new Civic Centre. It was always acknowledged that the eventual successful move into the Civic Centre would result in a re-think of the requirement for such a department.
- 11.17 That re-think has been given added impetus through the consultation on my restructuring proposals. A consistent message from the consultation is the apparent confusion that exists in the organisation about the respective roles of Business Transformation and the former Policy and Regeneration Unit in relation to the Improvement and Efficiency Programme. This has become more acute with the recent development and roll-out of the Programme and its supporting infrastructure. I have addressed these issues in greater detail in my substantive comments on the Business Transformation Department in section 5 above.

## **Changes Proposed in the Consultation and Agreed by the Chief Executive** **ANNEXE A**

- a reduction in the proposed number of departments through disbanding the Business Transformation Department and re-allocating its functions to other existing departments
- locating the commissioning function in Housing and Community Care and Children and Families with service delivery
- rebalancing the portfolios of the Assistant Director posts in Environment and Neighbourhood Services, transferring Streetcare to the protection portfolio and redesignating the post Assistant Director, Environment and Protection
- retaining early years and extended services within the same division in Children and Families
- retaining democratic services with legal services in the Legal and Procurement unit
- transferring the Civic Centre project to the Regeneration and Major Projects department
- transferring Human Resources and IT to Finance and Corporate Resources
- transferring the One Stop service to Customer and Community Engagement
- transferring departmental complaints staff to the departmental policy and performance functions

**COMMENTS FROM DEPARTMENTS****ANNEXE B****REGENERATION AND MAJOR PROJECTS**

<b>PROPOSAL</b>	<b>COMMENT</b>
Retaining the Civic Centre project in the Business Transformation department	It is not clear why one of the most significant Council projects is not included in the new Regeneration and Major Projects department
	<b>RESPONSE</b>
	This will now transfer to the new department as part of the reallocation of functions consequent on deleting the Business Transformation department.
<b>PROPOSAL</b>	<b>COMMENT</b>
The transfer of transport strategy to the new Regeneration & Major Projects department	The extent of functions within transport strategy that should transfer to the new department needs to be further clarified and defined.
	<b>RESPONSE</b>
	Work on the operational arrangements for the new department has started and includes a detailed specification of functions that will transfer, including transport strategy.
<b>PROPOSAL</b>	<b>COMMENT</b>
Naming the department Regeneration & Major Projects	A concern that the name of the department might not be clear for customers wanting to access planning services and a proposal that it be called the Regeneration & Planning department
	<b>RESPONSE</b>
	<p>The key issue is to ensure customer access channels are clear and offer both the services customers want and the ways in which they want to access them. The planning service has made a number of improvements in this area e.g. services available through the website and these need to continue.</p> <p>The immediate requirement is to ensure that any necessary changes in relation to current access channels, content, information etc. are in place by the 18 October 2010, when the new department comes into operation. This work has started.</p>

## REGENERATION AND MAJOR PROJECTS

PROPOSAL	COMMENT
The departmental support function	The type and extent of required departmental support needs to be specified.
	<b>RESPONSE</b> This is also under consideration as part of the work on the operational arrangements for the new department and will be in place by the 18 October 2010.

## ENVIRONMENT AND NEIGHBOURHOOD SERVICES

PROPOSAL	COMMENT
The proposed allocation of functions between the two new divisions within Environment & Neighbourhood Services.	The allocation of functions does not create a workable balance between the two divisions, which could put substantial additional pressure on management resources in the division with the bulk of service responsibilities.
	<p><b>RESPONSE</b></p> <p>This is accepted along with the proposed rebalancing, moving Streetcare to the portfolio of the AD Protection and Regulation and retitling the post Assistant Director, Environment and Protection</p>
Location of the ward working team in Customer and Community Engagement	<p><b>COMMENT</b></p> <p>The Ward Working Team should be located in the Environment and Neighbourhood Services department, which would align it with the department's responsibilities for the locality and neighbourhoods agenda.</p>
	<p><b>RESPONSE</b></p> <p>There is an important distinction between the engagement of residents in the delivery of local services, which is one dimension of community engagement and which the Environment and Neighbourhood Services department will lead on as the key, relevant service department, and their involvement in the wider democratic and engagement processes of the Council, which is a corporate responsibility of the Customer and Community Engagement unit. Clearly both will need to work together closely in developing locality based approaches to service development, delivery and performance management.</p> <p>While the ward working team operates in relation to both service delivery and community engagement, I consider its key area of activity is in relation to the wider consultation and engagement agenda and as such has a better fit with the Consultation Team and Area Consultative Forums that sit in The Customer and Community Engagement unit. They will all need to work closely with Environment and Neighbourhood Services in the development of locality and area based service delivery.</p>

## ENVIRONMENT AND NEIGHBOURHOOD SERVICES

PROPOSAL	COMMENT
The continuing location of the community safety team in the Strategy, Partnerships and Improvement unit	The Community Safety team already works closely with enforcement teams in Environment and Culture. Co-locating the teams would make a good fit under the 'protection' lead and further strengthen this area of activity
	<b>RESPONSE</b> <p>The Community Safety team works closely with enforcement services, as well taking the corporate lead on community safety partnerships and the wider community safety agenda. I consider its key area of activity is in relation to the corporate agenda and partnerships, though it will continue to work closely with departments.</p>
The Festival Team move to Customer & Community Engagement	<b>COMMENT</b>
	<p>Splitting festivals from arts is likely to impact on the overall capacity to deliver the festivals programme, as well as the opportunity to address the imbalance in budgets between the two areas.</p> <p>If it is to move then the timing of the move needs to allow for completion of the Arts &amp; Festivals strategy, which is due for consultation in the autumn.</p>
	<b>RESPONSE</b> <p>The festivals programme plays a vital role in community engagement and community cohesion which is why I am proposing its transfer to the Customer and Community Engagement function. I accept that the links with arts are also significant and need to be maintained. I am therefore proposing that the arts and festivals function transfers to Customer and Community Engagement.</p> <p>The timing of the move can be agreed between the relevant managers.</p>
Move of transport strategy to Regeneration and Major Projects	<b>COMMENT</b>
	<p>There is a very limited staff resource working on transport strategy, with the bulk of the work and staff resources related to bidding for funding from Transport for London. It should therefore remain with the Transportation Service</p>
	<b>RESPONSE</b> <p>While there will need to be sufficient resources to ensure effective development of transport strategy and this will need to be identified and agreed between the two departments, this is not a convincing argument for not transferring it. Transport is very clearly an essential component in any integrated regeneration function and in the past has not featured in our regeneration programmes in the way it needs to.</p>

## CHILDREN AND FAMILIES

PROPOSAL	COMMENT
Relocate children social care commissioning within the Children & Families policy & performance function, with its direct reporting line to the Director of Strategy, Partnerships & Improvement	Commissioning needs to be retained within the Childrens Social care division
	<b>RESPONSE</b>
	<p>Strategic commissioning and market development based on a robust understanding of the immediate, longer term and changing needs of the borough's population has a logical connection to the wider policy and performance agenda of the H&amp;CC department and the Council. The proposal to locate the commissioning function in the policy &amp; performance unit within H&amp;CC reflects this thinking.</p> <p>At the same time, the need to effectively manage spending through day to day commissioning activity is critical, particularly with the continuing and in all likelihood increasing pressures in this area. Given this, it is accepted that the commissioning function should continue to be part of delivery. However, the need for and emphasis on strategic development and commissioning should not be lost. A longer term approach, aligned to the Council's policy priorities and resourcing levels is critical if the Council is to achieve a sustainable balance between increasing needs and continuing financial pressures.</p>
Early years located within the Achievement and Inclusion Division	<b>COMMENT</b>
	Early Years and Extended Services needs to be retained under a single Head of Integrated and Extended Services, in line with the recent restructuring.
	<b>RESPONSE</b>
	This is accepted and early years will be located within the Childrens Social care Division

## CHILDREN AND FAMILIES

PROPOSAL	COMMENT
The creation of departmental business support functions	Include responsibility for business support within the remit of the policy and performance function and retain the head of service post, responsibilities to be determined
'Business partner' arrangements for departmental policy and performance functions	RESPONSE
	<p>The inclusion of activities within the policy and performance function will need to be assessed as part of the development of the cross-council, integrated policy and performance model. Work on defining the remit, roles and operating methods for these teams will be undertaken over the next few weeks as part of the implementation of the restructuring. Departments will be fully involved and the final proposals will be considered by the Corporate Management Team towards the end of October 2010.</p> <p>A similar process will apply in relation to business support. In overall terms, the proposal is aimed at putting in place the first stage of an eventual move to a cross-council, integrated set of business support functions that in the move to the new Civic Centre could also be co-located. Beyond indicating a general set of functions, the report has not attempted to define what at this stage should constitute business support and how it should work. This will be done through the Business Support project.</p>



## HOUSING AND COMMUNITY CARE

PROPOSAL	COMMENT
Transfer of the housing regeneration team and the affordable housing development team to the new Regeneration and Major Projects Department	As an alternative to creating a new Regeneration and Major Projects department, transfer regeneration to housing to create a Housing and Regeneration Department. Adult social care would become part of a Health and Social care department, combining adults and childrens social care alongside a remit for health, in response to the proposals in the Government's health White Paper. The third service department would be an Education and Neighbourhoods department.
	<b>RESPONSE</b>
	<p>There are a number of reasons for not accepting these proposals:</p> <ul style="list-style-type: none"> <li>• one of the fundamental weaknesses in our current regeneration arrangements is the lack of integration between functions and areas of activity that are vital if the Council is to develop an effective approach and programmes. Combining regeneration with housing does not address this issue</li> <li>• a housing led regeneration function is less likely to lead to the multi-dimensional approach required for effective regeneration</li> <li>• the proposals in the Government's health White Paper are important for local government and create potential opportunities in the longer term but it is too early to have a clear view of what those opportunities might mean and whether they will require any structural changes</li> <li>• as I indicated in the report, the case for realigning childrens and adults social care is increasingly persuasive, but I continue to be of the view that this needs to be considered in the context of national policy developments</li> </ul>
	<b>COMMENT</b>
	If the transfer of these housing functions to the Regeneration and Major Projects department goes ahead, then responsibility for housing strategy and determining targets for affordable housing should remain with Housing and Community Care.
	<b>RESPONSE</b>
	The Housing and Community Care Department will continue to lead on the development of the housing strategy.

## HOUSING AND COMMUNITY CARE

PROPOSAL	COMMENT
Transfer of the housing regeneration team and the affordable housing development team to the new Regeneration and Major Projects Department	The affordable housing unit will need to maintain close links with the Housing and Community Care department, as well as maintaining their close working relationships with housing associations. All of this will need to be defined to ensure clarity concerning the respective roles the two departments will have in relation to housing.
	<b>RESPONSE</b> <p>During implementation of these proposals, the relevant senior managers in both departments will be responsible for the detailed definition of roles and working arrangements, as well as ensuring these are in place, agreed and understood by all internal and external partners.</p>
PROPOSAL	COMMENT
Relocation of adult social care commissioning within the Housing & Community Care policy & performance function, with its direct reporting line to the Director of Strategy, Partnerships & Improvement	<p>This creates a split between commissioning and the Director of Adult Social Care's responsibility for service delivery that is unhelpful to and compromises meeting that responsibility.</p> <p>The adult social care commissioning function is responsible for a substantial proportion of spending (70% of adult care spend). To manage these budgets effectively they must remain the responsibility of the service delivery part of the department.</p> <p>Adult social care commissioning should therefore continue to report to the Director of Housing &amp; Community Care, through the Assistant Director responsible for adult social care</p>
	<b>RESPONSE</b> <p>Strategic commissioning and market development based on a robust understanding of the immediate, longer term and changing needs of the borough's population has a logical connection to the wider policy and performance agenda of the H&amp;CC department and the Council. The proposal to locate the commissioning function in the policy &amp; performance unit within H&amp;CC reflects this thinking.</p> <p>At the same time, the need to effectively manage spending through day to day commissioning activity is critical, particularly with the continuing and in all likelihood increasing pressures in this area. Given this, it is accepted that the commissioning function should continue to be part of delivery. However, the need for and emphasis on strategic development and commissioning should not be lost. A longer term approach, aligned to the Council's policy priorities and resourcing levels is critical if the Council is to achieve a sustainable balance between increasing needs and continuing financial pressures.</p>

## HOUSING AND COMMUNITY CARE

PROPOSAL	COMMENT
Relocate social care transformation to the policy & performance team, with its direct reporting line to the Director of Strategy, Partnerships & Improvement	To ensure the focus and priority on this area, responsibility for service transformation should remain with adult social care delivery and commissioning.
	<p><b>RESPONSE</b></p> <p>Day to day responsibility for delivering the adult social care transformation programme will continue to be with the Director of Housing and Community Care and the departmental management team.</p> <p>The proposal is based on a number of considerations:</p> <ul style="list-style-type: none"> <li>• overall responsibility for the One Council Improvement &amp; Efficiency Programme and deployment of related resources rests with the Director of Strategy Partnerships &amp; Improvement</li> <li>• at the same time change capacity needs to exist within departments, in order to support delivery of service specific projects and programmes</li> <li>• locating these resources within the cross-council policy and performance teams ensures change activity is both linked to the Improvement Programme and located within the wider departmental and council policy and performance context</li> <li>• it allows for greater flexibility in deploying resources, as well as ensuring those resources are allocated and used on the basis of corporate priorities and within the context of the Improvement &amp; Efficiency Programme</li> <li>• it offers greater opportunities for staff</li> </ul>
PROPOSAL	COMMENT
Deletion of the post of AD Quality and Support and transfer the functions to other parts of Housing and Community Care or to cross-council functions	<p>The scale and importance of the transformation and commissioning agenda are such that:</p> <ol style="list-style-type: none"> <li>1) commissioning, transformation and personalisation need to be managed together</li> <li>2). they must be managed at AD level</li> <li>3). this requires the continuation of the two AD posts with responsibility for adult social care delivery and commissioning</li> </ol>
	<p><b>RESPONSE</b></p> <p>The argument for keeping commissioning and delivery together within the remit of the Assistant Director Community Care post is accepted.</p> <p>While adult social care is a complex area requiring the management of significant budgets, areas of high risk, management of large staff numbers and extensive partnership working, these characteristics are shared by many of the Council's areas of activity, none of which are led by two Assistant Directors.</p>

## HOUSING AND COMMUNITY CARE

PROPOSAL	COMMENT
Transfer the Learning and Development function to the corporate Learning and Development team	<p>The L&amp;D function in adult social care undertakes a wide range of roles beyond commissioning and delivering training. These include capacity building, raising standards, partnership working and service development initiatives.</p> <p>An alternative proposal to relocation with corporate L&amp;D, would be to create a single social care organisational development unit, bringing together L&amp;D for children's and adults social care.</p>
	<p><b>RESPONSE</b></p> <p>The HR Transformation programme implemented a delivery model for HR that included a corporate, cross-council Learning &amp; Development function. It was envisaged that this would be developed in two stages, with the first stage bringing together general training budgets and L&amp;D activities across the Council and the second stage then amalgamating professional learning and development activities within the corporate L&amp;D function. The first stage was completed and has been operational for some time. The proposed transfer of the L&amp;D functions in adults and children's social care services will complete this process.</p> <p>It reflects a number of considerations:</p> <ul style="list-style-type: none"> <li>• the move away from the departmental, silo-based approaches, processes and functions that have characterised the way Brent has worked in the past</li> <li>• opportunities for more effective utilisation of staff and assets, as well as removal of duplication and waste</li> <li>• opportunities for cross-fertilisation of ideas and thinking, staff development and career progression</li> </ul> <p>Delivery of professional development support to these services will be developed in line with the arrangements operating for all other parts of the Council, taking account of the specific service and operational requirements.</p>

## HOUSING AND COMMUNITY CARE

PROPOSAL	COMMENT
The creation of departmental business support functions	These functions have now been distributed amongst the Assistant Directors, as part of a departmental restructuring
	<b>RESPONSE</b> The proposal is aimed at putting in place the first stage of an eventual move to a cross-council, integrated set of business support functions that in the move to the new Civic Centre could also be co-located. Beyond indicating a general set of functions, the report has not attempted to define what at this stage should constitute business support and how it should work. This will be done through the Business Support project.
PROPOSAL	COMMENT
'Business partner' arrangements for departmental policy and performance functions	It is not clear how this will work. It will need to take account of the important differences between different policy areas and the model must be developed with departments
	<b>RESPONSE</b> The development of the cross-council, integrated policy and performance function will be part of the wider implementation of these proposals. Departments will be fully involved and the final proposals will be considered by the Corporate Management Team towards the end of October 2010.

## STRATEGY, PARTNERSHIPS & IMPROVEMENT

PROPOSAL	COMMENT
‘Business partner’ arrangements for departmental policy and performance functions	The model should also apply to the Regeneration and Major Projects Department’s policy and performance functions
	<b>RESPONSE</b> This is accepted and is reflected in the main report.
Location of departmental complaints functions with business support services	<b>COMMENT</b>
	Effective complaints handling should contribute directly to front-line service improvement. Complaints handling should therefore be located in the council’s performance and improvement structure and not in technical and admin support for service delivery.
	<b>RESPONSE</b> This is accepted and the departmental complaints functions will be located within departmental policy and performance functions.
The location of the neighborhood working team in the Customer and Community Engagement function	<b>COMMENT</b>
	The team plays a key role in supporting Members as community leaders and as advocates in relation to service performance.
	<b>RESPONSE</b> While the ward working team operates in relation to both service delivery and community engagement, I consider its key area of activity is in relation to the wider corporate consultation and engagement agenda and as such has a better fit with the Consultation Team and Area Consultative Forums that sit in the Customer and Community Engagement unit. They will need to continue working closely with other areas of the Council, including the Environment and Neighbourhood Services Department and the Strategy Partnerships and Improvement Unit.

## BUSINESS TRANSFORMATION

PROPOSAL	COMMENT
The creation of an integrated, cross-council IT function	A concern that the report does not refer to IT support in Finance and Children and Families
	<b>RESPONSE</b>
	<p>The move to an integrated, cross-council IT function is driven by a number of considerations:</p> <ul style="list-style-type: none"> <li>• the need to create a much stronger link between strategic IT priorities, particularly in relation to the One Council Improvement Programme, and the IT resources required to deliver them. The current dispersed staffing and budgets make it very difficult to ensure priorities drive resource allocation.</li> <li>• the requirement to rationalise, develop and improve IT infrastructure as part of the move to the new Civic Centre</li> <li>• a lack of control over the development and implementation of systems and infrastructure, which are often poorly thought out and implemented</li> <li>• low levels of expertise in departments to ensure effective development, implementation and support to IT infrastructure</li> <li>• variations in IT infrastructure that add to costs without adding value</li> <li>• a failure to maximise overall IT spend, though this has improved with recent moves towards centralised purchasing</li> </ul> <p>All of this points to the need to aggregate, streamline and improve the use of IT resources and the efficiency of the IT function. While the report does not identify all departmental IT resources, the intention is that the integrated, cross-council IT function will encompass all current teams and IT budgets across the Council.</p>

## LEGAL AND PROCUREMENT

PROPOSAL	COMMENT
Transfer Democratic Services to the Communications and Community Engagement unit	A concern that the close working between the Legal and Democratic Services teams might become more difficult with the location of the latter in another unit.
	The need to ensure continuing close co-operation between the two services in relation to the mechanics and procedures related to the democratic process.
	<b>RESPONSE</b>
	This is accepted and Democratic Services will remain in the Legal and Procurement unit.



## **Background Papers**

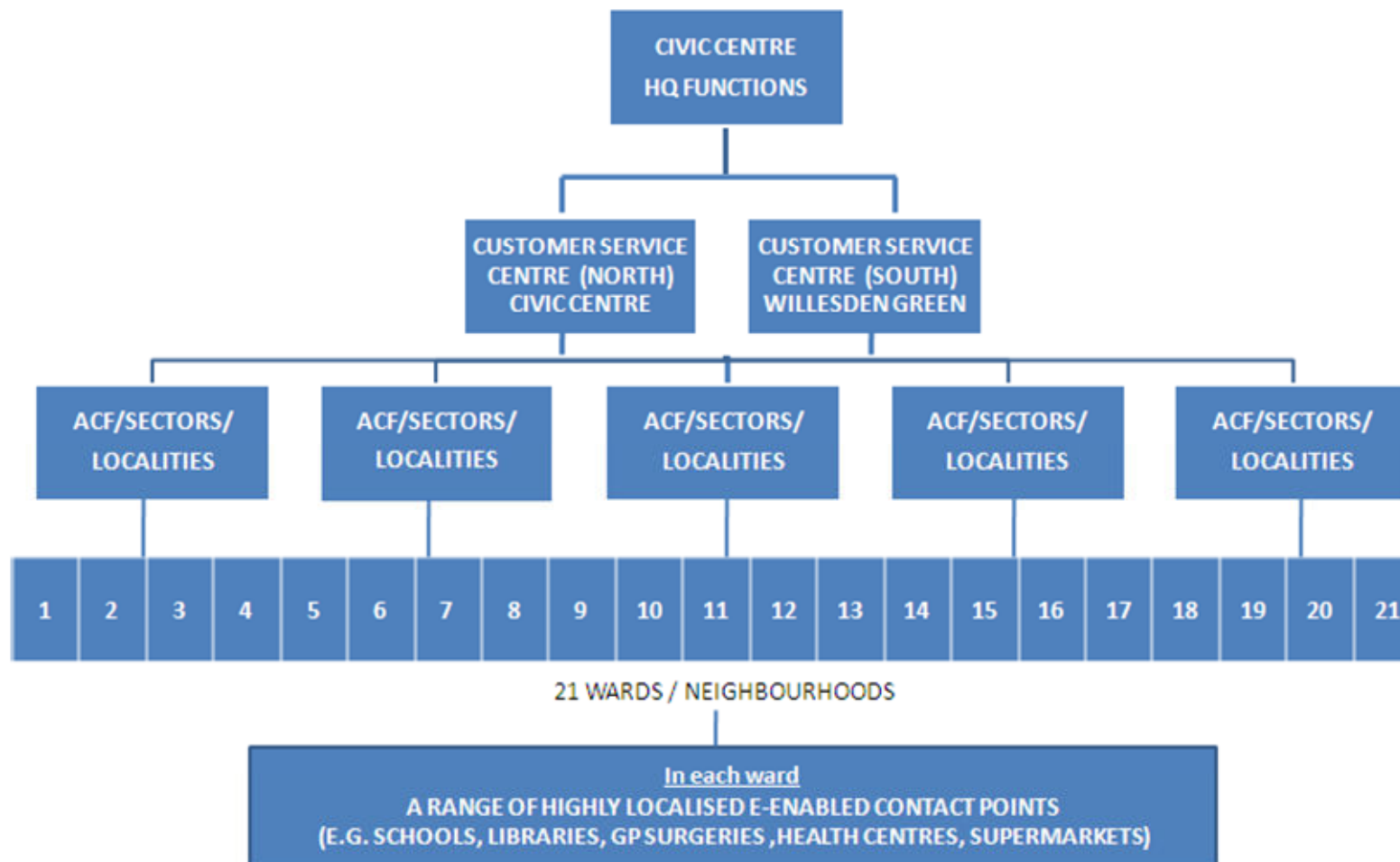
Appendix 1	Brent Council in 2014
Appendix 2	Locality and Neighbourhoods Structure
Appendix 3	Implementation Timetable
Appendix 4	Director - Job Description
Appendix 5	Assistant Director - Job Description
Appendix 6	One Council Corporate Management Team
Appendix 7 (not for publication)	Impact on Director and Assistant Director posts and proposed assimilation and ring-fencing

## **Contact Officers:**

The contact officers for this report are Gareth Daniel, Chief Executive, Room 207, Town Hall, Wembley, Middlesex HA9 9HD tel: 020 8937 1007 and Tracey Connage, Assistant Director – Human Resources, Room 5, Town Hall, Wembley, Middlesex HA9 9HD tel: 020 8937 1611 from whom background papers are available upon request.

**GARETH DANIEL**  
**CHIEF EXECUTIVE**





**IMPLEMENTATION TIMETABLE****APPENDIX 3**

<b>Task</b>	<b>Date</b>
Announce proposals	1 July
Start of 30 (calendar) day consultation – report circulated to staff	2 July
Meeting with affected staff	wk commencing 5 July
Consultation ends	31 July
Consider feedback and amend proposals as necessary	1-3 <sup>rd</sup> August
Publish report	3 August
Consider feedback relating to proposals to delete the Business Transformation Department consultation	10 August
Executive Committee agree proposals	11 August
General Purposes Committee	11 August
Ring fenced interviews	Mid September
New departments start	18 October

**Job Description - Director**

**Overall purpose**

To support the Chief Executive in securing the continuous development, improvement, efficiency and success of the Council as a whole through effective corporate leadership, strategic direction, planning, management and governance across the Council.

To lead the development, planning and delivery of a portfolio of services to meet the current and future needs of users within available resources.

**Key accountabilities**

As a member of the Corporate Management Team (CMT), work collegiately and make a proactive contribution at corporate level to:

- the formulation of strategic direction, policy and planning;
- communicating and building commitment to the Council's vision and strategic objectives;
- building a shared and cohesive organisational culture and ethos;
- promoting positive interaction across internal and external organisational boundaries to address organisational priorities;
- robust corporate governance and risk management;
- leading on, driving and supporting corporate initiatives;
- advising the board on the service area for which you are responsible;
- representing the Council externally with key stakeholders, acting as an effective ambassador and advocate for the organisation;
- ensuring high performance and excellent operational delivery
- deputising for the Chief Executive as required.

As a Director, lead and manage a portfolio of services in alignment with corporate aims and priorities.

Provide strategic direction to the development and planning of customer focused services across a range of professional disciplines including:

- ensuring broad engagement and consultation across service users, partners and stakeholders to understand their needs and aspirations;
- ensuring that forward service planning identifies and takes account of service need in the light of current and anticipated demand;
- ensuring that both directly provided and commissioned services are accessible;
- ensuring that strategy is translated into ambitious and achievable service plans within available resources and with clearly defined targets and accountability for outcomes;
- ensuring that departmental budgets accurately reflect the resource requirements of plans;
- meeting requirements for submission of statutory plans and related returns.

Foster a consistent cross Council culture across the department by ensuring:

- that the Council's overall vision, values and ethos are central to the approach taken;
- effective cross Council working in the interests of achieving key objectives and improving operational effectiveness;
- a shared understanding of, and compliance with, the Council's approach to managing performance, quality and risk; its operational management systems, practices, processes and ways of working and its governance arrangements, constitution, schemes of delegation, financial regulations, rules, policies and procedures;
- a shared commitment to the Council's equality, diversity and inclusion objectives in relation to both staff and service users;
- compliance with statutory frameworks including those relating to health and safety;
- high standards of public service including openness, fairness, honesty and transparency.

Take overall responsibility for high performance and effective operational delivery by:

- ensuring that robust governance arrangements are in place to manage performance, risk and business continuity, including operational systems and processes;
- ensuring that benchmarking and target setting drives continuous and sustained performance improvement;
- ensuring effective tracking against plans to deliver performance targets within allocated resources;
- taking prompt action to manage and mitigate risks and barriers to operational effectiveness and areas of under performance.

Take overall responsibility for the effective use of the department's resources by:

- ensuring that financial, staffing and physical resources are planned, controlled and deployed to best effect to deliver agreed service priorities;
- ensuring that budget and service planning and monitoring are aligned;
- securing the right people in the right place at the right time;
- leading on commissioning of services to deliver improved outcomes for service users;
- ensuring that contracts are specified, procured, managed, monitored and reviewed to secure optimum value for money.

Provide leadership and management to staff across the department as a whole by:

- gaining ownership of and commitment to the Council's overall aims and values;
- building a high performing, proactive, customer focused culture which welcomes change;
- creating an inclusive environment which fosters innovation and improvement;
- maximising the potential of a diverse workforce;
- ensuring that staff are motivated and developed to improve their capability to deliver;
- recognising excellent performance and ensuring that under-performance is tackled.

Taking the lead on building effective working relationships with relevant portfolio holders by:

- providing clear, balanced and accurate advice and guidance on the strategic issues facing the department;
- ensuring that they are briefed and kept up to date on service developments including highly sensitive matters likely to have a major impact on the Council.

Taking the lead on partnership working by:

- identifying where strategic partnerships have the potential to deliver long term service improvement and cost effectiveness;
- building relationships and working collaboratively with key partners to this end.

Act as an effective ambassador and advocate with external organisations including:

- representing the department externally to promote and protect the Council's interests;
- leading negotiations with contractors and partners on contentious issues;
- ensuring effective preparation for, conduct of and follow up to audits and inspections;
- managing the interface with the media.

## Scope of Job

### **Financial responsibility**

Annual budget responsibility

£xxxm directly controlled revenue expenditure

£xxm directly controlled capital expenditure

Other

### **Staffing responsibility**

xxx direct reports

xxxfte total staff group

Contractors

### **Other factors**

Wide range of internal and external contacts including directors, senior managers, elected members, professional bodies, partner organisations and government functions involving the use of a wide range of interpersonal skills

Partner other local authorities, public sector organisations and agencies, local businesses, the voluntary sector and other stakeholders.

Developing partnership working with key external stakeholders across the public, private and voluntary sectors.

High level of work related pressure in terms of deadlines, conflicting priorities etc

Lead role in the development of the Council's services in this area

Operates within a framework set by elected members but with considerable freedom to shape services

Portfolio may be altered from time to time but currently includes (list of services)

Lead on policy and development and ensure implementation of new legalisation requirements

Ensure high professional standards



## Person Specification

### Part One

#### Qualifications, knowledge and understanding

Relevant professional qualification – *only where this is a statutory requirement of the role.*

Evidence of significant relevant CPD.

Understanding of:

- legislative and regulatory framework and developments applicable to the service area;
- major challenges and opportunities facing local government;
- management issues facing the public sector.

#### Experience

Track record of achievement at a senior leadership level in a similarly large, complex, political organisation including:

- working collaboratively across organisational boundaries to shape and deliver strategic plans;
- providing clear strategic direction and management across a range of services, promoting customer care and equality of opportunity;
- translating strategy into cost effective plans within tight resource constraints;
- ensuring the effective delivery of service/business plans to meet performance targets, managing and mitigating risk;
- developing practical, innovative, creative and tactical solutions to the management of complex problems;
- securing ownership and commitment to key objectives across professional staff teams and building capacity and capability to deliver;
- commanding the confidence of stakeholders and partners and building positive cross sector relationships in support of key objectives;
- developing and delivering programmes of work and major projects to deliver service wide improvements in relation to key organisational priorities;
- commissioning and contract management.

## **Part Two**

### **Key skills and abilities**

- Intellectual agility to be able to think and act strategically, analyse complex evidence and develop practical, innovative and entrepreneurial solutions to the management of strategic issues and complex problems.
- Organisational skills to translate strategy into plans and priorities and manage complex large scale, long term work programmes and multiple projects to deliver results to time and within budget, managing risk and resolving barriers to success.
- Leadership ability to develop an inspirational vision, give a clear sense of direction and purpose, set high standards and gain ownership and commitment to them, create an inclusive environment, build high performing teams and deliver transformational change.
- Communication and influencing skills to inform, consult and negotiate with a range of audiences in a straightforward, articulate, sensitive and persuasive manner, both orally and in writing.
- Interpersonal ability to engage with service areas, elected members, partners, stakeholders, the media and the wider community, engendering confidence and respect.

### **Personal characteristics**

- A strong role model who demonstrates a personal commitment to high standards of public service, honesty and integrity and professionalism.
- A collaborative corporate player with a strong team spirit and respect for others.
- A customer focused individual with a personal commitment to service improvement, equality, diversity and inclusion.
- A dynamic, committed individual with the resilience and drive to cope with the demands and pressures of the post including the ability to cope effectively at times of crisis.

**Management competencies - Directors are expected to meet all 3 levels in each of the areas set out below.**

<b>Improving Performance</b> You manage and seek to improve service performance, assessing the performance of people, teams and resources against clear standards and performance indicators		
<b>Level 1 – As a Brent first line manager/team leader you are considered effective when you:</b> <ul style="list-style-type: none"> <li>• Set individual and team goals that link to the service area plan and strategy of the Council</li> <li>• Are responsible for performance monitoring and achieving results</li> <li>• Hold people to account for their performance</li> <li>• Have had an annual performance review with 100% of your staff</li> <li>• Have regular 1:1 performance discussions with each team member</li> <li>• Have regular team meetings that review performance against plans and take actions forward</li> <li>• Produce and follow realistic project/ programme plans</li> <li>• Show a “can do” attitude when faced with obstacles or challenging targets</li> </ul>	<b>Level 2 – As a Brent middle manager/ head of unit you are considered effective when you:</b> <ul style="list-style-type: none"> <li>• Build team motivation and productivity</li> <li>• Challenge the status quo and seek ways to improve it</li> <li>• Talk with key stakeholders to agree partnership objectives</li> <li>• Develop plans that deliver service targets</li> <li>• Come up with performance measures for the business plan and tell the team</li> <li>• Focus on the achievement of results using a cycle of planning, doing, measuring and reviewing</li> <li>• Share learning and experiences across Brent to improve performance</li> </ul>	<b>Level 3 – As a Brent senior manager/director/ assistant director you are considered effective when you:</b> <ul style="list-style-type: none"> <li>• Provide strategic direction for the Council and identify the strategic and service development needs</li> <li>• Ensure services are dynamic and customer focused</li> <li>• Ensure business plans are achievable and integrated with Brent’s corporate plan</li> <li>• Often provide and communicate clear direction and vision</li> <li>• Promote a solution focussed culture within the council</li> <li>• Take responsibility for longer term department planning</li> <li>• Ensure diversity is integral to business performance</li> </ul>
Positive Indicators		Negative Indicators
<ul style="list-style-type: none"> <li>• Follow project plans, meet milestones and deliver results on time</li> <li>• Come up with ideas for improving performance</li> <li>• Address poor performance as it occurs</li> <li>• Develop solutions and agree actions with people.</li> <li>• Give constructive feedback daily</li> <li>• Take the initiative to solve problems and improve results</li> </ul>		<ul style="list-style-type: none"> <li>• Your people are not clear on what you expect of them</li> <li>• Let poor performance persist without taking action</li> <li>• Are unreliable and do not deliver on what you say you will</li> <li>• Just does the minimum required</li> <li>• Do not demonstrate respect for corporate performance management protocols or reporting time scales</li> <li>• Do not conduct regular performance reviews with staff</li> </ul>

## Managing Budgets

You plan and effectively manage your budget to meet individual, team and department objective and achieve quality and value for money

### Level 1 – As a Brent first line manager/team leader you are considered effective when you:

- Set, monitor and communicate realistic budgets
- Adopt a disciplined approach to budget management and know the state of your budget at all times
- Follow the Brent finance policies and procedures including procurement
- Use and operate systems of internal control
- Make efficient use of resources; financial, material and human
- Take responsibility and are accountable for your budget

### Level 2 – As a Brent middle manager/ head of unit you are considered effective when you:

- Set up systems to manage and measure risk
- Plan and organise services and make sure they are cost effective and show this in your budget
- Make sure projects are financially viable before commencing them
- Adhere to the council's financial control policy
- Develop and communicate performance measures for the business plan
- Monitor spend against the budget regularly and take prompt action to avoid deviation from budget

### Level 3 – As a Brent senior manager/director/ assistant director you are considered effective when you:

- Deliver value for money services and projects
- Ensure all strategies are financially efficient
- Allocate appropriate resources that will deliver the Council's business plans
- Anticipate the effects of future internal or external developments, trends or legislation
- Identify and take prompt action to mitigate organisational risks
- Contribute positively to the risk management plan for the Council

### Positive Indicators

- Anticipate risks and implications of decision making
- Are cost conscious and do not waste money
- Participate in the budget setting process
- Follow all relevant financial and operational procedures
- Have hands on knowledge of where resources will be required
- Make the best use of the budget available
- Show that you understand finances and are commercial in approach

### Negative Indicators

- Overlook risks in decision making
- Are not cost conscious and waste money
- Do not participate in the budget setting process
- Rarely monitor your budgets
- Do not follow relevant financial and/or operational procedures
- Fail to operate systems and procedures of internal control
- Show no knowledge of where resources will be required
- Fail to own and be accountable for the figures in the budget

## Developing Our People

You work to develop our staff and to create a diverse team that is highly skilled and flexible and committed to improving service delivery

### Level 1 – As a Brent first line manager/team leader you are considered effective when you:

- Give support and regular feedback to staff
- Recognise and reward good performance
- Have a development plan for each team member
- Delegate work to encourage ownership and engagement
- Work around blocks to progress your plans
- Use Brent's policies and procedures to manage staff
- Communicate your thoughts clearly

### Level 2 – As a Brent middle manager/ head of unit you are considered effective when you:

- Ensure people know the scope of their roles
- Inspire buy-in by showing how individual efforts contribute to goals
- Role model behaviour and challenge inappropriate behaviour
- Promote effective communication across departments and with all partners
- Build excellent relationships with key stakeholders, internal and external

### Level 3 – As a Brent senior manager/director/ assistant director you are considered effective when you:

- Own the change process and lead it by engaging your managers and teams
- Lead by modelling Brent's vision and values
- Empower people to make decisions and take risks
- Have an environment where individuals feel their opinions and ideas are welcomed and valued
- Use professional associations to voice sector issues to central government and/or to professional bodies

#### Positive Indicators

- Ask team members what they think the solutions to problems are rather than solving it yourself
- Use coaching to develop the behaviours and skills of team members
- Give effective feedback regularly and check that team members are clear about what is expected of them
- Model behaviours that are expected within the team
- Have a clear vision that you tell the team about and it inspires the team to follow
- Encourage innovative approaches and thinking

#### Negative Indicators

- Scrutinise how work was completed rather than celebrating achievement
- Replace clear objectives with menial to do lists
- Do not deal with under performance or development issues
- Create an atmosphere of fear or indifference and without trust
- Reluctant to share knowledge, information and ideas with others
- Expects certain behaviour but does not model that behaviour
- Hangs on to how things have been done in the past
- The needs of others are ignored in communications

Job Description – Assistant Director

**Overall purpose**

To support the Director in securing the continuous development, improvement, efficiency and success of the Department as a whole through effective corporate leadership, strategic direction, planning, management and governance.

To lead the development, planning and delivery of a portfolio of services to meet the current and future needs of users within available resources.

To lead on and support cross cutting corporate initiatives at the request of the Chief Executive.

**Key accountabilities**

As a member of the Departmental Management Team (DMT), work collegiately and make a proactive contribution to:

- the formulation of strategic direction, policy and planning;
- communicating and building commitment to the Council's vision and strategic objectives;
- building a shared and cohesive organisational culture and ethos;
- promoting positive interaction across internal and external organisational boundaries to address organisational priorities;
- robust corporate governance and risk management;
- leading on, driving and supporting corporate and departmental initiatives;
- advising the board on the service area for which you are responsible;
- representing the Council externally with key stakeholders, acting as an effective ambassador and advocate for the organisation;
- deputising for the Director as required.

As an Assistant Director, lead and manage a portfolio of service teams within the Department in alignment with both corporate and departmental aims and priorities as set out below.

Manage the process of customer focused service development, design and delivery including:

- engagement and consultation across service users, partners and stakeholders to understand their needs and aspirations;
- forward service planning, ensuring that it identifies and takes account of service need in the light of current and anticipated demand;
- ensuring that barriers to accessibility of directly provided and commissioned services are identified and overcome;
- the translation of strategy into ambitious and achievable service plans within available resources and with clearly defined targets and accountability for outcomes;
- working closely with finance to ensure that the resource requirements of plans are accurately reflected in departmental budgets;
- meeting requirements for submission of statutory plans and related returns.

Foster a consistent cross Council culture across by ensuring:

- that the Council's overall vision, values and ethos are central to the approach taken;
- effective cross Council working in the interests of achieving key objectives and improving operational effectiveness;
- a shared understanding of, and compliance with, the Council's approach to managing performance, quality and risk; its operational management systems, practices, processes and ways of working and its governance arrangements, constitution, schemes of delegation, financial regulations, rules, policies and procedures;
- a shared commitment to the Council's equality, diversity and inclusion objectives in relation to both staff and service users;
- compliance with statutory frameworks including those relating to health and safety;
- high standards of public service including openness, fairness, honesty and transparency.

Manage teams to achieve high performance and effective operational delivery by:

- putting robust governance arrangements in place to manage performance, risk and business continuity, including operational systems and processes;
- using benchmarking and target setting to drive continuous and sustained performance improvement;
- tracking action against plans to deliver performance targets within allocated resources;
- taking prompt action to manage and mitigate risks and barriers to operational effectiveness and areas of under performance.

Manage the effective use of resources by:

- planning, controlling and deploying financial, staffing and physical resources to best effect to deliver agreed service priorities;
- working closely with finance to align monitoring of budgets and service delivery;
- ensuring that staffing establishments and recruitment and retention plans and activity support effective service delivery;
- being closely involved in the commissioning of services to deliver improved outcomes for service users, including input to the specification and procurement process;
- ensuring that contracts are managed, monitored and reviewed to secure optimum value for money.

Provide leadership and management to staff teams by:

- gaining ownership of and commitment to the Council's overall aims and values;
- building a high performing, proactive, customer focused culture which welcomes change;
- creating an inclusive environment which fosters innovation and improvement;
- maximising the potential of a diverse workforce;
- ensuring that staff are motivated and developed to improve their capability to deliver;
- recognising excellent performance and ensuring that under-performance is tackled.

Working closely with the Director to support effective working relationships with relevant portfolio holders by:

- providing clear, balanced and accurate advice and guidance on the strategic issues facing the portfolio of services managed;
- ensuring that they are briefed and kept up to date on service developments including highly sensitive matters likely to have a major impact on the Council.

Supporting the Director on partnership working by:

- identifying where strategic partnerships have the potential to deliver long term service improvement and cost effectiveness;
- building relationships and working collaboratively with agreed partners to this end.

Act as an effective ambassador and advocate with external organisations as agreed with the Director including:

- representing the department externally to promote and protect the Council's interests;



- leading and supporting negotiations with contractors and partners on contentious issues;
- managing effective preparation for, conduct of and follow up to audits and inspections;
- assisting in the management of the interface with the media.

## Scope of Job

### **Financial responsibility**

Annual budget responsibility

£xxxm directly controlled revenue expenditure

£xxm directly controlled capital expenditure

Other

### **Staffing responsibility**

xxx direct reports

xxxfte total staff group

Contractors

### **Other factors**

The post operates within a framework set by elected members but with considerable input to shaping services (and has a lead professional role in ensuring high professional standards – may apply to certain posts - check).

The post holder works with a wide range of internal contacts including assistant directors, directors, senior managers, elected members and key external stakeholders across the public, private and voluntary sectors including professional bodies, inspectorates, government functions, other local authorities, public and voluntary sector partners and agencies, local businesses, contractors and other stakeholders.

This is a politically restricted post.

## Person Specification

### Part One

#### Qualifications, knowledge and understanding

Relevant professional qualification – *only where this is a statutory requirement of the role.*

Evidence of significant relevant CPD.

Understanding of:

- legislative and regulatory framework and developments applicable to the service area;
- major challenges and opportunities facing local government;
- management issues facing the public sector.

#### Experience

Track record of achievement at a senior leadership level in a similarly large, complex, political organisation including:

- working collaboratively across organisational boundaries to shape and deliver strategic plans;
- providing clear strategic direction and management, promoting customer care and equality of opportunity;
- translating strategy into cost effective plans within tight resource constraints;
- ensuring the effective delivery of service/business plans to meet performance targets, managing and mitigating risk;
- developing practical, innovative, creative and tactical solutions to the management of complex problems;
- securing ownership and commitment to key objectives from professional staff and building capacity and capability to deliver;
- commanding the confidence of stakeholders and partners and building positive relationships in support of key objectives;
- developing and delivering major projects to deliver service wide improvements in relation to key organisational priorities;
- commissioning and contract management.

## **Part Two**

### **Key skills and abilities**

- Intellectual agility to be able to think and act strategically, analyse complex evidence and develop practical, innovative and entrepreneurial solutions to the management of strategic issues and complex problems.
- Organisational skills to translate strategy into plans and priorities and manage complex large scale projects to deliver results to time and within budget, managing risk and resolving barriers to success.
- Leadership ability to develop an inspirational vision, give a clear sense of direction and purpose, set high standards and gain ownership and commitment to them, create an inclusive environment, build high performing teams and deliver cultural change.
- Communication and influencing skills to inform, consult and negotiate with a range of audiences in a straightforward, articulate, sensitive and persuasive manner, both orally and in writing.
- Interpersonal ability to engage with service areas, elected members, partners, stakeholders, the media and the wider community, engendering confidence and respect.

### **Personal characteristics**

- A strong role model who demonstrates a personal commitment to high standards of public service, honesty and integrity and professionalism.
- A collaborative corporate player with a strong team spirit and respect for others.
- A customer focused individual with a personal commitment to service improvement, equality, diversity and inclusion.
- A dynamic, committed individual with the resilience and drive to cope with the demands and pressures of the post including the ability to cope effectively at times of crisis.

**Management competencies - Directors are expected to meet all 3 levels in each of the areas set out below.**

<b>Improving Performance</b> You manage and seek to improve service performance, assessing the performance of people, teams and resources against clear standards and performance indicators		
<b>Level 1 – As a Brent first line manager/team leader you are considered effective when you:</b> <ul style="list-style-type: none"> <li>• Set individual and team goals that link to the service area plan and strategy of the Council</li> <li>• Are responsible for performance monitoring and achieving results</li> <li>• Hold people to account for their performance</li> <li>• Have had an annual performance review with 100% of your staff</li> <li>• Have regular 1:1 performance discussions with each team member</li> <li>• Have regular team meetings that review performance against plans and take actions forward</li> <li>• Produce and follow realistic project/ programme plans</li> <li>• Show a “can do” attitude when faced with obstacles or challenging targets</li> </ul>	<b>Level 2 – As a Brent middle manager/ head of unit you are considered effective when you:</b> <ul style="list-style-type: none"> <li>• Build team motivation and productivity</li> <li>• Challenge the status quo and seek ways to improve it</li> <li>• Talk with key stakeholders to agree partnership objectives</li> <li>• Develop plans that deliver service targets</li> <li>• Come up with performance measures for the business plan and tell the team</li> <li>• Focus on the achievement of results using a cycle of planning, doing, measuring and reviewing</li> <li>• Share learning and experiences across Brent to improve performance</li> </ul>	<b>Level 3 – As a Brent senior manager/director/ assistant director you are considered effective when you:</b> <ul style="list-style-type: none"> <li>• Provide strategic direction for the Council and identify the strategic and service development needs</li> <li>• Ensure services are dynamic and customer focused</li> <li>• Ensure business plans are achievable and integrated with Brent’s corporate plan</li> <li>• Often provide and communicate clear direction and vision</li> <li>• Promote a solution focussed culture within the council</li> <li>• Take responsibility for longer term department planning</li> <li>• Ensure diversity is integral to business performance</li> </ul>
Positive Indicators		Negative Indicators
<ul style="list-style-type: none"> <li>• Follow project plans, meet milestones and deliver results on time</li> <li>• Come up with ideas for improving performance</li> <li>• Address poor performance as it occurs</li> <li>• Develop solutions and agree actions with people.</li> <li>• Give constructive feedback daily</li> <li>• Take the initiative to solve problems and improve results</li> </ul>		<ul style="list-style-type: none"> <li>• Your people are not clear on what you expect of them</li> <li>• Let poor performance persist without taking action</li> <li>• Are unreliable and do not deliver on what you say you will</li> <li>• Just does the minimum required</li> <li>• Do not demonstrate respect for corporate performance management protocols or reporting time scales</li> <li>• Do not conduct regular performance reviews with staff</li> </ul>

## Managing Budgets

You plan and effectively manage your budget to meet individual, team and department objective and achieve quality and value for money

### Level 1 – As a Brent first line manager/team leader you are considered effective when you:

- Set, monitor and communicate realistic budgets
- Adopt a disciplined approach to budget management and know the state of your budget at all times
- Follow the Brent finance policies and procedures including procurement
- Use and operate systems of internal control
- Make efficient use of resources; financial, material and human
- Take responsibility and are accountable for your budget

### Level 2 – As a Brent middle manager/ head of unit you are considered effective when you:

- Set up systems to manage and measure risk
- Plan and organise services and make sure they are cost effective and show this in your budget
- Make sure projects are financially viable before commencing them
- Adhere to the council's financial control policy
- Develop and communicate performance measures for the business plan
- Monitor spend against the budget regularly and take prompt action to avoid deviation from budget

### Level 3 – As a Brent senior manager/director/ assistant director you are considered effective when you:

- Deliver value for money services and projects
- Ensure all strategies are financially efficient
- Allocate appropriate resources that will deliver the Council's business plans
- Anticipate the effects of future internal or external developments, trends or legislation
- Identify and take prompt action to mitigate organisational risks
- Contribute positively to the risk management plan for the Council

### Positive Indicators

- Anticipate risks and implications of decision making
- Are cost conscious and do not waste money
- Participate in the budget setting process
- Follow all relevant financial and operational procedures
- Have hands on knowledge of where resources will be required
- Make the best use of the budget available
- Show that you understand finances and are commercial in approach

### Negative Indicators

- Overlook risks in decision making
- Are not cost conscious and waste money
- Do not participate in the budget setting process
- Rarely monitor your budgets
- Do not follow relevant financial and/or operational procedures
- Fail to operate systems and procedures of internal control
- Show no knowledge of where resources will be required
- Fail to own and be accountable for the figures in the budget

## Developing Our People

You work to develop our staff and to create a diverse team that is highly skilled and flexible and committed to improving service delivery

### Level 1 – As a Brent first line manager/team leader you are considered effective when you:

- Give support and regular feedback to staff
- Recognise and reward good performance
- Have a development plan for each team member
- Delegate work to encourage ownership and engagement
- Work around blocks to progress your plans
- Use Brent's policies and procedures to manage staff
- Communicate your thoughts clearly

### Level 2 – As a Brent middle manager/ head of unit you are considered effective when you:

- Ensure people know the scope of their roles
- Inspire buy-in by showing how individual efforts contribute to goals
- Role model behaviour and challenge inappropriate behaviour
- Promote effective communication across departments and with all partners
- Build excellent relationships with key stakeholders, internal and external

### Level 3 – As a Brent senior manager/director/ assistant director you are considered effective when you:

- Own the change process and lead it by engaging your managers and teams
- Lead by modelling Brent's vision and values
- Empower people to make decisions and take risks
- Have an environment where individuals feel their opinions and ideas are welcomed and valued
- Use professional associations to voice sector issues to central government and/or to professional bodies

### Positive Indicators

- Ask team members what they think the solutions to problems are rather than solving it yourself
- Use coaching to develop the behaviours and skills of team members
- Give effective feedback regularly and check that team members are clear about what is expected of them
- Model behaviours that are expected within the team
- Have a clear vision that you tell the team about and it inspires the team to follow
- Encourage innovative approaches and thinking

### Negative Indicators

- Scrutinise how work was completed rather than celebrating achievement
- Replace clear objectives with menial to do lists
- Do not deal with under performance or development issues
- Create an atmosphere of fear or indifference and without trust
- Reluctant to share knowledge, information and ideas with others
- Expects certain behaviour but does not model that behaviour
- Hangs on to how things have been done in the past
- The needs of others are ignored in communications

