

	<p><b>ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER</b>  <b>3 September 2015</b></p>
<p><b>Title</b></p>	<p><b>Chief Operating Officer team restructure</b></p>
<p><b>Report of</b></p>	<p>John Hooton, Chief Operating Officer</p>
<p><b>Wards</b></p>	<p>None</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Enclosures</b></p>	<p>None</p>
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### Summary

Following the appointment of the new Chief Operating Officer a review has been undertaken of the staffing structure in order to ensure that the directorate has the capacity and capability to undertake the increasing need for project, performance and contract management skills.

### Decisions

1. To approve the restructure as described in this document.

**1. WHY THIS REPORT IS NEEDED**

- 1.1 Following the appointment of the new Chief Operating Officer, a review has been undertaken of the staffing structure. The recommendations and headline conclusions that relate to or impact on staff are as follows:-
- 1.2 There will be 4 permanent posts (x FTE) and 1 interim role created within the Chief Operating Officer team and 1 post deleted. No individuals are at risk of

redundancy. The proposed structure will enable better delivery of Commissioning Group services through:

- 1.3 Introduction of additional posts within the Head of Programme and resources team and Commercial & Customer Services team;
- 1.4 Recognition that on an interim basis there is a requirement to formalise the interim HR Client Lead role;
- 1.5 A structure that better reflects business needs and improve service delivery; and
- 1.6 Realignment of individual roles, responsibilities and job profiles, which are attached at the end of this DPR.
- 1.7 The new posts are the Strategic Lead, Programmes and Performance, the Head of Programmes, the Head of Performance, and the Commercial Partnerships Manager. The interim post is the HR Client Lead, and the post deleted is the Head of Programmes and Resources. The Deputy Chief Operating Officer role profile has been amended to become the Resources Director.

## **2. REASONS FOR DECISIONS**

- 2.1 This restructure will ensure that the team has adequate resources to fulfil its function.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 3.1 This is considered the most resource and value for money way of ensuring that the right resources are in place

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Following the conclusion of consultation recruitment to vacant posts will commence.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Chief Operating Officer's directorate is lacking a permanent Deputy Chief Operating Officer after the promotion of John Hooton into the Chief Operating Officer role in April. This provides an opportunity to review the leadership within the COO team.
- 5.1.2 The Council has identified a need to appoint an Interim Lead HR Clienting Consultant to provide the Council with assurance against the Capita HR contract and raise performance standards against the contract and this role

requires formalising into the structure.

- 5.1.3 The performance and resourcing team would benefit from a combination of additional capacity and senior leadership, and splitting the Head of Performance and Resourcing role into two, namely a Head of Performance and a Head of Programme. This capacity is required to ensure delivery of a number of complex projects which are being run “client side”, specifically the Education and Skills ADM and the Adults ADM projects. The capacity is also required to implement the new performance framework which will ensure sufficient oversight of day to day performance while also ensuring that greater use is made of analytics and insight information for the benefit of commissioners. These posts would be aligned Programmes under the leadership of the Director of Commercial and Customer Services.
- 5.1.4 It has also been identified that another contract management role is required under the Partnership Relationship Manager (Support) to manage an increased number of commercial relationship.
- 5.1.5 The overall driver for this review and the changes proposed are:
- 5.1.6 To ensure that the Council has sufficient resource and capacity to continue to manage performance both of internal and external providers and drive up performance;
- 5.1.7 To ensure sufficient focus and attention is applied to members’ enquiries, service requests and complaints to benefit Councillors and residents;
- 5.1.8 To support Commissioning Directors and the organisation more widely more effectively through collation and provision of performance data, insight and in depth analysis of trends and benchmarking;
- 5.1.9 To ensure that the Council has sufficient client side and commercial capacity to manage major contracts and partnerships;
- 5.1.10 To bring synergies through closer working between the commercial and performance teams as we embed the commissioning structure within the Council.

## **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 There are no individuals identified as being at risk of redundancy. The deleted post is vacant.
- 5.2.2 It is proposed that the post of Deputy Chief Operating Officer is changed to Director of Resources. This post is currently being covered temporarily by an external contractor and a permanent replacement needs to be recruited. The responsibility for HR clienting will pass to the Director of Resources. The responsibility for programmes and performance will move away from this post.

5.2.3 There is a change in reporting line for those individuals who are currently in the performance and programmes team and those roles that currently report into the Deputy Chief Operating office vacant role.

5.2.4 New posts:

- Contract Management Manager to sit within the Commercial team
- Strategic Lead for Programmes and Performance to report into the Director of Commercial and Customer Services
- The current Head of Programmes post to be split into two roles i.e. a Head of Performance and a Head of Programmes and to report into the Strategic Lead for Programmes and Performance
- To formalise in the structure on an interim basis the Lead HR Clienting Consultant, reporting into the Director of Resources

5.2.5 Deleted posts:

The post of Head of Programmes and Resourcing to be deleted. This post is vacant following the previous post holder being assimilated into the Strategic lead for Programmes and Performance role.

The financial impact of the proposed changes is an additional £350k. £100k of this will be funded from the deleted Head of Programmes and Resources role. The net increase of £250k will be funded by utilising £200k that is currently in the Chief Operating Officer budget to fund specialist client side resources and the final £50k will be funded from an underspend in the programmes and resources budget. All of these budgets are within the Commissioning Group area and therefore virements can be approved by the Service Director.

### 5.3 **Legal and Constitutional References**

5.3.1 The law places a burden on an employer to effect organisational restructures fairly. In so doing, it requires that such proposals are subject to consultation with staff and with recognised trade unions for the requisite periods.

5.3.2 The Council's Constitution Responsibility for Functions Part 15b gives Chief Officers the power to deal with operational matters within the Chief Officer's sphere of managerial or professional responsibility and is not significant in terms of budget or policy.

5.3.3 The Council's Constitution Responsibility for Functions Part 15b states in paragraph 3 that Chief Officers may use whatever means they consider appropriate to discharge the functions allocated to them including engaging and deploying staff.

5.3.4 This is a minor decision that does not fall within the criteria requiring a decision by the General Functions Committee. These changes only have implications for the staffing and management under the control of the Chief Officer exercising the delegated powers.

## **5.4 Risk Management**

It is important to ensure adequate resource to deliver the following activities:

- To ensure that the Council has sufficient resource and capacity to continue to manage performance both of internal and external providers and drive up performance;
- To ensure sufficient focus and attention is applied to members' enquiries, service requests and complaints to benefit Councillors and residents;
- To support Commissioning Directors and the organisation more widely more effectively through collation and provision of performance data, insight and in depth analysis of trends and benchmarking;
- To ensure that the Council has sufficient client side and commercial capacity to manage major contracts and partnerships; and
- To bring synergies through closer working between the commercial and performance teams as we embed the commissioning structure within the Council.

## **5.5 Equalities and Diversity**

5.5.1 The Equality Act 2010 requires public bodies and all other organisations exercising public functions on its behalf to have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; and c) promote good relations between those with a protected characteristic and those without.

5.5.2 The new roles have had Job Descriptions produced and evaluated within normal HR practice. The existing team members who are affected by the restructuring of the team have had their Job Descriptions reviewed and updated accordingly and these have also been evaluated within normal HR practice.

5.5.3 Additionally the existing staffs that are affected by the restructure have been consulted as are the Unions in accordance with normal HR practice.

5.5.4 There are no equality and diversity implications from these proposals.

## **5.6 Consultation and Engagement**

5.6.1 The normal 30 day consultation with staff and trade unions has been undertaken.

## **6 BACKGROUND PAPERS**

6.1 None.

## **7. DECISION TAKER'S STATEMENT**

7.1 *I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is compliant with the decision making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations.*

**8. OFFICER'S DECISION**

**I authorise the following action**

8.1

**Signed**



**Chief Operating Officer**

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**Date**

**3 September 2015**

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