



Constitution and General Purposes Committee

6 October 2022

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| Title | Transformation Director and Cover Arrangements |
| Report of | Chief Executive |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | No |
| Enclosures | None |
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Summary

This report seeks confirmation of a temporary (one-year) secondment to the post of Transformation Director, together with agreement of the proposed arrangements to cover the post holder's substantive duties and responsibilities for the period of the secondment.

Officers Recommendations

1. That the Committee approves the creation of a temporary Transformation Director post.
2. That the Committee confirms the secondment of the Director of Commercial and Customer Services to the role of Transformation Director.
3. That the Committee notes that the post holder will retain their substantive duties and responsibilities in respect of Resident Experience and Digital service and the Programmes, Performance and Risk Management service.

4. That the Committee agrees that the Head of Commercial Management post be temporarily upgraded to Assistant Director, Commercial Services, for the period of the secondment.

5. That the Committee notes that an appointment to the new post will be made in accordance with the council's normal HR procedures.

1. Why this report is needed

- 1.1 The council has set out an ambitious programme of activity for the next four years and beyond. Much of the work needed to deliver on the vision for the future will be delivered within existing teams and structures (for example continuing to strive for outstanding outcomes for children, biodiversity and protecting green spaces, independence for older people, updating the local plan, making changes on housing policy and becoming a dementia friendly borough). However, at the core of the council's new priorities is a huge change in the approach to how we engage our communities in Barnet, on tackling climate change, on joining up public services in local areas and how we work with residents who come to us for support. These changes will have implications for all teams across our organisation. Delivery of this fundamental change will require an extensive transformation programme to drive it forward over the next four years.
- 1.2 To support the development of that transformation programme, an internal secondment opportunity was advertised in July 2022, seeking to appoint a Transformation Director to lead the transformation of the council and create a coherent narrative that embraces existing key narratives around areas such as community engagement, equality, diversity and inclusion, organisational development and sustainability. The initial secondment period would be one year.
- 1.3 Following a competitive interview process, the council's Director of Commercial and Customer Services was appointed to the role. Discussions have subsequently taken place with the post holder, to agree appropriate arrangements to cover their substantive duties and responsibilities for the duration of the secondment period. As large parts of the Resident Experience and Digital service and the Programmes, Performance and Risk Management service will be integral to the development and delivery of the transformation programme, it has been agreed with the post holder that they will retain their current duties and responsibilities in respect of those services. The post holder will retain a "dotted line" accountability to the Deputy Chief Executive in respect of those substantive duties and responsibilities, with a reporting line to the Chief Executive for the transformation programme aspects of the role.
- 1.4 The other key element of the post holder's substantive role relates to the Commercial service and, particularly, managing the council's relationship with Capita. In order to create the capacity for the post holder to fulfil the role of Transformation Director, it is necessary to put in place alternative arrangements for the senior management of that service for the period of the secondment.
- 1.5 To that end, it is proposed that the Director of Commercial and Customer Services' duties and responsibilities in respect of the Commercial service be taken on by the Head of Commercial Management, reporting to the Deputy Chief Executive, for the duration of the

secondment. In recognition of the increased level of responsibility, it is proposed that the post be temporarily upgraded to Assistant Director, Commercial.

- 1.6 To support these cover arrangements, an additional, temporary post of Commercial Performance and Development Manager will be established, thus providing increased capacity within the Commercial service.

2. Reasons for recommendations

- 2.1 The proposed cover arrangements represent a pragmatic and prudent approach to creating the capacity required to support the development of the transformation programme, at the pace required.

3. Alternative options considered and not recommended

- 3.1 Consideration was given to recruiting a temporary Director of Commercial Services. However, it was not considered that the partial transfer of duties and responsibilities warranted the creation of a full-time post. Furthermore, it was not considered appropriate to create a one-to-one reporting position, with the Head of Commercial Management being the only direct report to a Director of Commercial Services.

4. Post decision implementation

- 4.1 Should the Constitution and General Purposes Committee approve the proposed creation of the temporary post of Assistant Director, Commercial, the post will be recruited to in accordance with the council's normal HR procedures. This will entail the current Head of Commercial Management being ringfenced for consideration and interviewed to assess their suitability for the role.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 The proposals set out in this report will create additional capacity to support the delivery of the council's new priorities.

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

- 5.2.1 There is no direct additional cost associated with the secondment of the Director of Commercial and Customer Services, as the two posts are on the same grade. Any additional costs associated with the appointment of a temporary Assistant Director will be determined by the outcome of the appointment process and will be met from the allocation from reserves for the transformation programme that was approved by the Policy and Resources Committee at its meeting on 19th July 2022.

5.3 Legal and Constitutional References

- 5.3.1 In accordance with Article 7 of the Council's constitution, the Constitution and General Purposes Committee has responsibility for staffing matters (i.e. salaries and conditions of services) other than those within the remit of the Chief Officer Appointment Panel.
- 5.3.2 The HR Regulations in the Council's constitution (Section 2.1) require that no vacant posts at assistant director level or above shall be advertised or recruited to without prior Committee approval and all new posts at assistant director level or above shall be created by Committee decision (the Constitution and General Purposes Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers.
- 5.3.3 Under the terms of reference of this Committee it must approve chief officer salary packages of over £100,000. Although this is not a chief officer post it is appropriate that this should still be approved by the Committee and is in line with government guidance issued under s.40 of the Localism Act (Openness and Accountability in Local Pay) which refers to member approval for salary packages over £100,000.

5.4 Insight

- 5.4.1 N/A

5.5 Social Value

- 5.5.1 N/A

5.6 Risk Management

- 5.6.1 There are no specific risks associated with approving the recommendations. However, not approving the recommendations would create a significant risk to the development of the council's transformation programme.

5.7 Equalities and Diversity

- 5.7.1 The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 5.7.2 The broad purpose of this duty is to integrate considerations of equality and day to day business and keep them under review in decision making, the design of policies and the delivery of services.
- 5.7.3 The grades of the roles set out in this report have been evaluated in accordance with normal HR practice.

5.8 Corporate Parenting

5.8.1 The proposed changes have no direct impact on looked after children or care leavers.

5.9 Consultation and Engagement

5.9.1 N/A

5.10 Environmental Impact

5.10.1 There are no direct environmental implications arising from the recommendations.

6. Background papers

6.1.1 None