



**CONSULTING ON STRATEGIC MANAGEMENT
ARRANGEMENTS WITHIN SOUTHWARK COUNCIL**

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27 NOVEMBER 2006

INTRODUCTION

In this introduction I want to briefly explain why I have come to the conclusion that I must recommend decisions to the Council's Executive and consult with staff and other stakeholders on proposals to change management arrangements at Southwark Council.

The Council, its partners and the communities we serve currently face some major challenges. This is not unusual for a place like Southwark, because over the centuries we have adapted and developed as London, and the world around us, has changed.

This is due to the dedicated work of councillors, staff and all the people who work to make Southwark the place it is today. Southwark's successes can be seen in soon to be released data which shows that resident and business confidence in Southwark has never been better, our schools are delivering higher levels of educational achievement and the people who live in Southwark report that this is a place where people from different backgrounds get on together.

It is in this context that this document presents specific proposals for change that I consider are essential if Southwark is to successfully meet the challenges we face.

The changes I am proposing are not about cuts to services. They are motivated by the need for the services provided by the Council to become even more centred on the needs and aspirations of the people and communities who live and work in Southwark.

Southwark 2016 sets out our plans to work in partnership to deliver the following key objectives:

- Improving individual life chances
- Making the borough a better place for people
- Delivering quality public services

We have an ambitious programme to reshape key areas of the borough through major regeneration programmes in Canada Water, Elephant and Castle and the Aylesbury Estate. We have an ambition to be a Fairtrade Council. We have a commitment to deliver significant and fundamental changes to our Children's Services and there are now the challenges outlined in the Government's proposals for greater community engagement. Councils are now set stretching targets for waste minimisation and more demands to decrease global warming are inevitable. Despite the significant achievements of Southwark the new challenges cannot be met in the current organisational structures and cultures of the Council.

Since starting work in Southwark, I have been visiting every ward in the borough with councillors and meeting with tenants, residents, business leaders, young people and voluntary organisations. I have also been meeting with staff and managers who have been sharing with me their passion for Southwark and also sharing their frustrations about the barriers they face to providing better services to the people of Southwark. It is startling how much common agreement there is over key areas for development. These are also issues in regeneration areas where residents and traders are dealing on a day to day basis with uncertainty about the future. This consultation document makes proposals that are intended to mitigate these issues and lead to distinct service improvement.

The investment needed to improve Council homes is being rolled out but for many the improvements are long overdue and I was struck by the comments of one community leader who said to me “we need to have a Council that delivers on its promises because this has not always been the case.” The staff I have met in Housing have impressed with their dedication and commitment to Southwark but their feedback mirrors the feedback of tenants and leaseholders.

The question we all face is how we are responding to this feedback. Residents are acknowledging that things have greatly improved but the services still have a significant way to go. If we are listening we need to improve the managerial responsibility to transform the way the organisation works and deliver a joined up council. We need a culture and a way of working that is focused on the needs and aspirations of residents and communities.

The proposals in this consultation paper address significant changes in regeneration and housing to begin shaping an organisation that puts residents and communities at the forefront. It also demonstrates that to achieve the outcomes we need to deliver under Southwark 2016 we must invest in our staff and give them confidence that their contribution to improving is valued and will be listened to.

I have concluded that a new structure in housing is needed if we are to deliver what tenants and leaseholders want and need. It is evident that the major projects within regeneration are reaching a stage at which they need to be better resourced as they move into the next phase of implementation.

The changes being consulted on this paper are expected to necessitate adjustments to the way corporate services are organised in order to support the delivery of services. These vital areas include human resources, communication, complaints management and performance management. This proposal will be developed and consulted on in the coming weeks. Southwark Council and Southwark Primary Care Trust are also commencing discussions on the best organisational structure to support our joint working on improving the health and well-being of residents. These proposals will also be the subject of formal consultation in the coming weeks.

As an organisation, we need a culture that supports improved customer services and delivers on our promises. I believe that the proposals set out in this paper can help achieve these goals and I want to know what you think. I need to hear if you have alternative suggestions that you believe have a better chance of success. I promise that I will consider every suggestion made and I look forward to hearing from you.

ANNIE SHEPPERD
Chief Executive

1. AIMS AND OBJECTIVES

The aims and objectives of the changes proposed are:

- To create the management capacity capable of delivering the whole of Southwark's regeneration agenda
- To ensure proper governance of major regeneration projects, securing political leadership, community involvement and managerial accountability
- To deliver sustainable improvements to services for council leaseholders and tenants
- To ensure the council maximises the benefit of its assets for the local community
- Clarify roles and responsibilities for local regeneration projects
- Strengthen the Planning Enforcement Service

2. DECISION MAKING PROCESSES

There are two levels of decisions relevant to this consultation. Executive decisions which are a matter for members and management decisions on which we are consulting.

2.1 Decisions Reserved to the Executive

The Executive of the Council is responsible for making key decisions and decisions which are reserved to them. Those decisions are subject to scrutiny.

This section covers the recommendations that are going to be presented to the Executive on 12 December 2006, so that everyone is aware of what they will consider.

These decisions, if taken by the Executive, can be called in and are subject to a wider discussion at Overview and Scrutiny Committee prior to being implemented. If the recommendations are put before the Executive on 12 December, the Overview and Scrutiny process will be taking place alongside consultation on the managerial and operational decisions.

To deliver the aims and objectives outlined in this paper the Executive will be asked to consider the following key decisions.

- I. Changing the **structure of the Corporate Management Team** (previously known as Chief Officers Team) by:
 - Deleting the posts of Strategic Director of Housing and Strategic Director of Regeneration
 - Creating two posts, the Strategic Director of Neighbourhood Regeneration and Strategic Director of Regeneration Projects
 - Renaming the Strategic Director of Environment and Leisure to Strategic Director of Environment and Housing
 - Assimilating Paul Evans to the post of Strategic Director of Neighbourhood Regeneration

- Agreeing to recruit with the PCT a joint Chief Executive of the PCT and Strategic Director of Health and Community Services

Separate to the meeting on 12 December, the 28 November meeting will be asked to agree to Chris Bull assuming the post of Deputy Chief Executive on a full time basis.

- II. To set up the **Major Projects Board** as a sub committee of the Executive and agree its terms of reference.
- III. To extend the current arrangements for repairs and maintenance until consultation with leaseholders and tenants on alternative proposals takes place. This is necessary to ensure that proposals meet the specific objective of delivering improved repairs and maintenance services to residents in a joined up way. Trade Unions and current bidders will be advised of this to allow an examination of arrangements for consultation to take place.

These decisions if agreed and implemented will result in managerial changes in the way people and resources are organised across the Council. This consultation paper goes on to explain those changes and these changes will be of specific interest to staff, trade unions, tenants and leaseholders and partner organisations.

2.2 Proposals for Consultation

Proposals in this document indicate how the Chief Executive and Corporate Management Team intend to shape and implement managerial and operational structures. In doing this, we are sharing the thinking of the Council's Corporate Management Team on key proposals to bring about better service delivery to the communities we serve.

These proposals are subject to consultation with key stakeholders, including councillors, staff, trade unions, tenant and leaseholder representatives and relevant partner organisations. This paper has been circulated to give an opportunity for everyone who wishes to comment and make suggestions the opportunity to do so. At the end of this document is a list of organisations to which this document has been sent. Each member of the Corporate Management Team is talking to the staff who report to them to ensure they are aware and understand any changes that may affect them and have the opportunity to have their views heard.

Decisions about how resources are deployed is a management responsibility and in reaching conclusions as to what would be the most effective arrangements there is a need to address:

- The needs of the residents and the communities the Council serves
- The Council's responsibilities to respect, develop and support its staff
- The key objectives that the Council seeks to achieve
- The commitments the Council has made to the communities it serves

2.2.1 Delivering on the Housing and Regeneration Agendas

The scale of the Council's commitments across the borough means that housing and regeneration activities impact on all areas of Southwark and its residents and

different communities of interest in one way or another. Regeneration is intended to act as a major lever for economic development, providing benefits to the whole borough and ultimately improving life chances for residents. We want local people to benefit from new training and employment opportunities and to be involved in shaping the future.

Housing Services

The restructure of housing and the retirement of senior staff meant that some immediate managerial arrangements were put in place, following discussion with managers.

Our vision is for a service that joins up environmental issues, community safety and play facilities on estates so that tenants and leaseholders are at the heart of what we do. Repairs and maintenance and major improvements remain top agenda issues for tenants and leaseholders.

As outlined above, it has been recommended to the Executive that the post of Strategic Director of Housing be deleted. The proposals for the management and operational services following that decision would be that:

- Housing Management, Leaseholder Services and the Management of Housing Investment to be managed by the Strategic Director of Housing and Environment
- Revenues and Benefits, including contracting arrangements, be managed by Strategic Director of Customer and Corporate Services
- Community Housing Services be managed by Chief Executive of the Primary Care Trust and Strategic Director of Health and Community Services
- The Housing Revenue Account and Housing General Fund managed by the Finance Director
- Housing Strategy and Regeneration to be managed by the Strategic Director of Neighbourhood Regeneration, subject to any further consequential changes

Within this context, we propose to extend the current arrangements for repairs and maintenance until consultation with leaseholders and tenants on alternative proposals takes place. This is necessary to ensure that contract proposals meet the specific objective of delivering improved repairs and maintenance services to residents. The day-to-day management of the investment programme and the procurement of contractors to deliver the work on housing estates will transfer to Phil Davies to act as the Head of Service for Estate and Waste Management. The investment in the housing stock will be managed as a major project, under the project board structure outlined below.

Regeneration

Major regeneration projects need the support of different parts of the council working collaboratively together. Residents and staff need to know that personnel from different departments and sections within departments will work together effectively and keep residents involved and informed. The scope and diversity of the regeneration agenda is so significant that it is vital that communication and decision making processes are clear.

To address this it will be recommended to the Executive to delete the post of Strategic Director of Regeneration and to create two new director level posts. The managerial and operational duties of these two posts are outlined below.

I propose that the post of Strategic Director of Regeneration Projects be responsible for:

- Elephant and Castle Project
- Aylesbury Project
- Canada Water and Bermondsey Spa Project
- Building Schools for the Future
- Cross London Partnerships

These will be comprehensive delivery projects responsible for all the resources needed to deliver the project. Project Directors will be accountable for the delivery plan and for identifying the resources they need to ensure the project delivers against that plan.

The Project Director for Canada Water will also be responsible for the delivery of other smaller scale regeneration projects as they are agreed. If other larger projects are set up new Project Directors will be appointed. The emphasis will be on delivery.

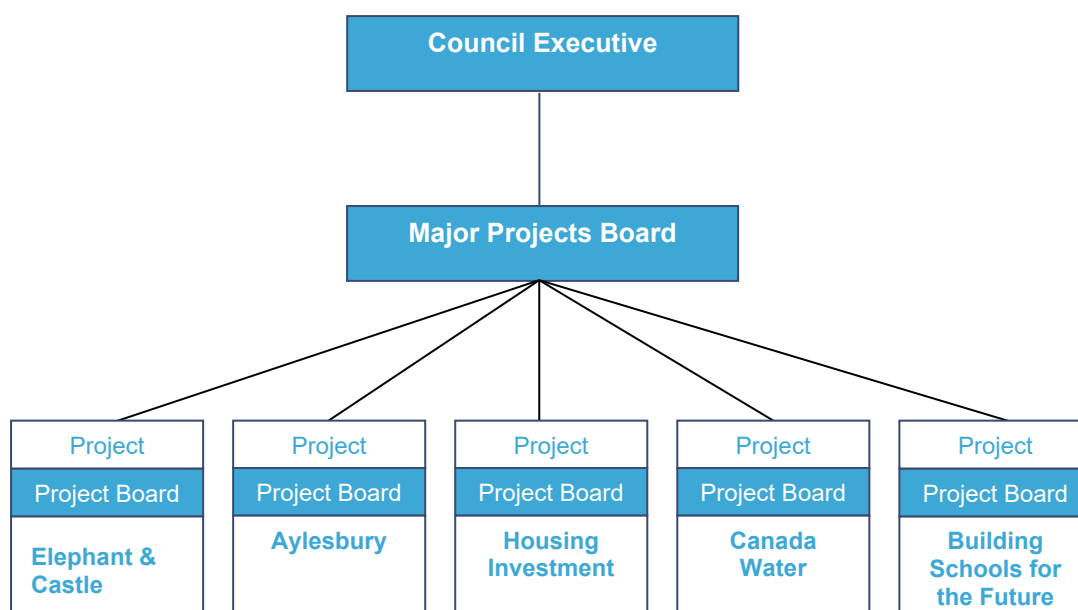
The Director for Neighbourhood Regeneration will be responsible for:

- Community Strategy, the Local Development Framework, housing, economic and transport strategy and local and area plans
- The Local Strategic Partnership and the Local Area Agreement, including links to theme partnerships; local and cross borough partnerships and area management, and the management and support of Community Councils,
- Delivery of planning, development control, enforcement, building control, economic services
- Community Development and Engagement including community hubs
- Identification and development of better coordinated local area projects including housing renewal areas

This post will help ensure that smaller neighbourhood projects can be developed. We also need to ensure that planning processes are robust and deliver effective monitoring and enforcement. The current Strategic Director of Regeneration and Service Head of Planning are preparing management proposals to further strengthen service. In respect of the staff currently working across these areas the Strategic Director of Regeneration will consult with staff to help design the management arrangements which deliver on the neighbourhood agenda.

2.2.2 Better Governance of Major Projects

The proposed management arrangements outlined above will not address all the requirements of major regeneration projects and I wish now to outline why it is recommended that the Executive set up a governance structure for major regeneration projects. This Major Project Board will be established as a formal subcommittee of the Executive.



The role of the **Major Project Board** will be to review performance management of each project and sign off on membership of local project boards. It will also ensure that any significant variations on projects are reported to Executive. It is likely that this sub committee of the Executive will meet at least quarterly but will have the ability to meet quickly if significant project decisions are required.

Each major project will have their own Project Board, for example the Elephant and Castle Project Board. The role of the **Local Project Boards** will be to agree the project delivery plan, consultation strategy and communications strategy for each project. The Local Project Board will need to be satisfied that the resources required to deliver the project are in place and they will also be responsible for setting up any subcommittees to look at specific local issues. They will ensure that there are appropriate groups for stakeholder consultation and involvement. For these local project boards to work efficiently and effectively it is recommended that membership be small (ie no larger than five people). The Major Projects Board will have responsibility for agreeing the membership. The appropriate project director will provide support arrangements to the local boards and regular updates against the delivery plan. This consultation seeks views on this governance structure.

The local project boards will cover:

- Elephant and Castle Project
- Aylesbury Project
- Canada Water and Bermondsey Spa Project
- Housing Investment Programme
- Building Schools for the Future

2.2.3 Asset Management

It is proposed that the Deputy Chief Executive should have oversight of the use of the Council's assets in order to maximise the efficiency of their use in support of service provision. This has recently been brought together into a service area that includes

disposals, facilities management, valuation and other property services. The Deputy Chief Executive will have this specific responsibility as it puts asset management at the corporate centre of the organisation.

The Education Property Function will be incorporated into the corporate team, while Southwark's office accommodation strategy will remain with the Director of Customer and Corporate Services.

4. PROVIDING YOUR FEEDBACK

If you have any comments please fill in the form below and return by 22 December 2006 to:

Chief Executive's Office
Southwark Council
Town Hall
Peckham Road
SE5 8UB
Fax: 0207 525 7424
Email: robin.rogers@southwark.gov.uk

Name	Telephone No
Title (if applicable)	Address
Organisation (if applicable)	Postcode
Email	
Are you a resident of Southwark?	
Do you work in Southwark?	
Are you willing to be contacted to discuss your suggestions?	

If you wish to comment on specific proposals within the consultation document, please do so here.

Do you have alternative suggestions that you wish to be considered?

Any other comments?

4.2 Ethnic Monitoring

Overleaf you will find an ethnic monitoring form which we would be grateful if you would fill in.

The reason that we are asking this is so that we can check whether the way we carry out our business meets our statutory duties under the Race Relations (Amendment) Act 2000.

The Act requires us to take steps to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good race relations

In order for us to do this, and to monitor how well we do it, we need to improve the information that we have about Southwark's residents. This will help us to assess how well our services are meeting the needs of the community.

You do not have to fill in the form: whether you do or not will not in any way affect the service that you receive from the Council.

Please study the list overleaf and **tick one box only** to indicate your ethnic background. Please also give your name and address and sign and date the form in the box below.

Name:

Address:

Date

Signature

Southwark Council is registered as a Data Controller under the Data Protection Act 1998.

In order for us to provide you with services and for purposes such as council tax or electoral registration we will collect your personal information. Sometimes we collect this information for one council service and need to use it for another. We may also use it for protection and detection of fraud. If you do not wish certain information about you to be exchanged within the council you may request that this does not happen by writing to:

Data Protection Officer, 2/F Central House, Town Hall, Peckham Road, London SE5 8UB

We have a legal requirement to keep your information safe and secure. We will not share your data with any external parties without your consent, unless we are required by law to do so.

Southwark Ethnic Monitoring Categories				
(A) White		(D) Black or Black British		
British	British	Caribbean African		
	English			
	Scottish			
	Welsh			
Irish		Algerian		
Other White Background	Albanian	Congolese		
	Bosnian	Eritrean		
	Croatian	Ethiopian		
	Greek	Ghanian		
	Greek – Cypriot	Ivorian		
	Gypsy/ Roma	Kenyan		
	Gypsy/Traveller of British heritage	Moroccan		
	Traveller of Irish heritage	Nigerian		
	Italian	Rwandan		
	Kosovan	Sierra Leonean		
	Northern Irish	Somali		
	Polish	South African		
	Portugese	Sudanese		
	Serbian	Ugandan		
	Turkish	Zambian		
	Turkish – Cypriot	Zimbabwean		
Any other White (please write in)	Any other Black background (please write in)			
(B) Mixed		(E) Chinese or other ethnic group		
White and Black Caribbean		Chinese		
White and Black African		Other	Other South East Asian	Filipino
			Japanese	
			Malaysian	
			Vietnamese	
			Other South East Asian (please write in)	
White and Asian		Latin American	Brazilian	
			Chilean	
			Columbian	
			Ecuadorian	
			Peruvian	
Any other mixed background	White Irish and White British			
	Any other mixed background (please write in)			

			Other Latin American (please write in)	
(C) Asian or Asian British			Other ethnic group	Afghani
Bangladeshi				Iranian
Indian				Iraqi
Pakistani				Kurdish
Any other Asian background	Sri Lankan			Any other ethnic group (please write in)
	Other Asian background (please write in)			

5. CIRCULATION

Copies of this document have been sent to:

- All Elected Members
- Greater London Authority
- Trade Unions
- Leaseholder Representatives
- Members of the Local Strategic partnership
- District Auditor
- Chair of Southwark PCT
- Partnership for Schools
- Chief Executive of the London Development Agency
- Members of Parliament for Southwark
- Tenants and Residents Representatives
- SAVO
- Chief Executives of Housing associations
- Available to staff on the Source
- Chair of BME Steering Group
- Head Teachers in BSF
- Chief Executives of Partnerships