

MINUTES OF JOINT JNC SALARIES & CONDITIONS AND APPOINTMENTS PANEL

Wednesday, 9 March 2016
(4:35 - 5:35 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Saima Ashraf, Cllr Laila Butt, Cllr Evelyn Carpenter, Cllr Edna Fergus, Cllr Eileen Keller and Cllr Dominic Twomey

1. Declaration of Members' Interests

There were no declarations of interest.

2. Private Business

It was resolved to exclude the public and press from the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraph 4 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

3. Interim Management Structure for 2016/17

The Chief Executive introduced a report proposing an interim structure for the wider senior management tiers below Chief Officer level which would take the Council through 2016/17.

During 2015, the Council had agreed a new top tier management structure which saw the introduction of the Strategic Director role as well as a number of changes at second tier management level which had an emphasis on building capacity and bringing together service areas that had compatible synergies. The latest proposals built on those foundations and were intended to:

- Ensure appropriate operational leadership and management to improve services and productivity under the current models of delivery;
- Further build the senior level capacity and capability to drive the transformational changes to service delivery required under the Ambition 2020 Programme, particularly the commercial and commissioning skill sets required in the future;
- Develop an organisation structure that embedded that capacity and capability and began to establish the operating models by which services would be commissioned and delivered in the future;
- Provide the basis for the organisation structure(s) for 2017/18 and beyond that would fully implement the operating model and deliver services as envisaged under Ambition 2020; and
- Deliver on the Chief Executive's commitment to reduce management costs by £1m by the end of 2016/17.

The Chief Executive explained that the interim structure made a clear distinction between the Council's operational responsibilities and its evolving role as a commissioning and commercial body. All Divisional Director-level posts and a number of Group Manager posts were impacted by the review, although the

synergies between the current and new posts meant that the majority of existing postholders held assimilation rights to posts within the new structure.

It was noted that the new structure proposals would achieve a saving of approximately £230,000 in a full year which meant that, when coupled with the savings achieved via the restructure proposals approved during 2015, almost 60% of the target reduction of £1m in senior management costs before 2017/18 would have been achieved by the start of the 2016/17 financial year.

The Chief Executive and Strategic Directors spoke on the detailed proposals within the new interim structure and drew Members' attention to a number of issues which included:

- (a) **Finance and Investment** – The management structure beneath the Strategy and Programmes Director post was still to be finalised and could require further reports to Members in the future.
- (b) **Customer, Commercial and Service Delivery** – The new post of Commercial Lead had no line management responsibilities and would be directly accountable to the Strategic Director for supporting the development and implementation of innovative commercial partnerships. As assimilation rights did not apply to that post or the Operational Director: Enforcement post, those appointments would be subject to competitive recruitment processes.
- (c) **Growth and Homes** – As part of the new arrangements, the Group Manager: Housing Strategy would report to the Commissioning Director: Growth, Homes and Regeneration.
- (d) **Service Development and Integration** – The key feature was the bringing together of children's and adults' services under a single structure, with the main focus being on how services were to be delivered rather than who delivered them. The three Commissioning Director posts for Children's Care and Support, Adults' Care and Support and Education would be responsible for the commissioning of services to meet strategic objectives and then ensuring that the desired outcomes were met. The two Operational Director posts for Children's Care and Support and Adults' Care and Support would be responsible for the operational delivery of social care and safeguarding. Several existing postholders held assimilation rights to posts within the new structure, although it was noted that officers who were presently in 'acting up' positions did not qualify for assimilation and would, therefore, have to apply via the competitive recruitment process.

The Strategic Director also elaborated on some of the interim arrangements that would be in place and explained that a detailed review of the Group Manager structure relating to children's and adults' social care would be undertaken to ensure that the right balance existed across the new service.

The Chief Executive concluded by stating that the interim structure proposals provided a firm foundation from which the Council's longer-term needs could be assessed and developed, while retaining sufficient flexibility to meet unforeseen challenges in the meantime.

The Panel **resolved** to:

- (i) Approve the proposed reorganisation of the second and third tier structure, including new and changed roles, as detailed in the report and reflected in Appendices 1 to 6 attached;
- (ii) Note the change from the generic title of Divisional Director to Operational Director, Commissioning Director or other appropriate Director title;
- (iii) Note the proposed consultation process and implementation timetable;
- (iv) Approve the creation of the following new posts as part of the interim structure:

Customer, Commercial and Service Delivery directorate

- Commercial Lead
- Operational Director: Enforcement
- Operational Director: Clean and Green

Service Development and Integration directorate

- Commissioning Director: Adults' Care and Support

- (v) Authorise the Chief Executive to determine the grade of the posts of Commercial Lead, Operational Director: Enforcement and Commissioning Director: Adults' Care and Support in line with the Council's job evaluation scheme;
- (vi) Approve the assimilation of existing postholders into the new structure as detailed within the report and in accordance with the Council's assimilation procedures; and
- (vii) Note that appointments to the JNC posts not subject to assimilation rights shall be considered by the JNC Appointments Panel in due course.

4. Statutory Director of Children's Services and Director of Adult Social Services Responsibilities

Further to the proposal within the previous report regarding the bringing together of children's and adults' services under a single management structure, the Chief Executive presented a report on the proposal for the Strategic Director: Service Development and Integration to take on the statutory role of Director of Children's Services (DCS) alongside the statutory role of Director of Adult Social Services (DASS) already held by the postholder.

The Chief Executive advised that the Corporate Director of Children's Services, the current statutory DCS, would be retiring from the Council in the summer of 2016 and, at that point, the post would be deleted from the establishment as part of the new management structure arrangements. As part of the interim management structure arrangements for 2016/17 referred to earlier in the meeting, the Chief Executive had assessed the level of leadership capacity that would be needed to deliver the Council's vision for social care under the Ambition 2020 programme and had concluded that there would be a number of important

advantages at the present time to bringing children's and adults' services together under the leadership of a single strategic director, with operational directors being accountable for care and support services in each area.

The Chief Executive stressed that the deletion of the Corporate Director of Children's Services post would not mean that the Council took its responsibilities to children and young people any less seriously that it did at present and he referred to the "Test of Assurance Framework" appended to the report which showed how the Council would discharge all of its statutory obligations and responsibilities via the new operating model.

With regard to the Council's responsibilities as Local Education Authority, the Chief Executive confirmed that the current Divisional Director of Education, Youth and Childcare would be assimilated into the new post of Commissioning Director: Education as part of the new structure. The Chief Executive acknowledged that appropriate arrangements would need to be in place to support the postholder and the Borough's family of schools during the transitional period.

The Chief Executive advised that in recognition of the increased responsibility to be assigned to the Strategic Director: Service Development and Integration as a result of the new arrangements, it was proposed that the salary be increased from the current level of £131,757 (grade CO6) to a new spot salary of £145,000 (inclusive of any national pay award for 2016/17) from the point that the Strategic Director took on the statutory DCS role. Members' attention was drawn to the information taken from the London Councils 2015 Senior Salary Review, included at Appendix 2 to the report, which showed the proposed salary to be commensurate with the full level of responsibility attributable to the post.

In response to Members' questions on a number of issues, the following points were made:

- the salary of the Strategic Director: Service Development and Integration had not increased at the time that the postholder was appointed as Deputy Chief Executive;
- the increase of approximately £13,000 represented a small percentage of the full-year saving of circa £200,000 that would be achieved through the deletion of the Corporate Director of Children's Services post; and
- the combining of the DCS and DASS statutory roles would not be subject to specific review, although the entire range of interim management structure arrangements would be reassessed in the medium-term as part of the ongoing Ambition 2020 transformation programme.

In support of his recommendations to Members, the Chief Executive spoke of the Strategic Director's commitment to the Council's journey, her leadership skills and his confidence that the Strategic Director was the right person to lead the significant change agenda across children's and adults' services. Members concurred with those sentiments and were fully supportive of the enhanced salary arrangements, recognising in particular that the Strategic Director had taken on the role of Deputy Chief Executive without any additional remuneration.

The Panel **resolved** to:

- (i) Agree that the Strategic Director of Service Development and Integration be

designated as the Council's statutory Director for Children's Services with effect from the date at which the post of Corporate Director of Children's Services (the current statutory DCS) is deleted, for the purposes of compliance with section 18(2) of the Children Act 2004;

- (ii) Note that the Strategic Director of Service Development and Integration continues to be the Council's statutory Director of Adult Social Services for the purposes of compliance with section 6(A1) of the Local Authority Social Services Act 1970 and is the designated Deputy Chief Executive; and
- (iii) Agree that in recognition of the additional statutory responsibilities, the salary of the Strategic Director of Service Development and Integration be increased to £145,000 per annum, inclusive of any national pay award for 2016/17, upon taking up the role as statutory Director of Children's Services.