

<b>GENERAL PURPOSES COMMITTEE</b>	<b>DATE</b> 2 April 2019
<b>TITLE</b> Establishment of Appointments Panel – Assistant Director, ICT and Customer Services	<b>ITEM NO:</b> 6
<b>LEAD OFFICER</b> Director of Communities & Environment	<b>CABINET MEMBER</b> Finance and Resources

## 1. **Decision required**

This report makes the following recommendations to the decision-maker:

- 1.1 To agree to a salary range of £91,273 to £100,825 for the post of Assistant Director, ICT and Customer Services (Chief Officer grade C) in accordance with the Council’s Pay Policy Statement.
- 1.2 To note that the Chief Executive has delegated authority to establish, in consultation with the Party Group Leaders, individual Appointment Panels for the appointment of Chief Officers based on the requirements of the post.

## 2 **Links to the Royal Greenwich Strategy**

- 2.1 This appointment will support the Council’s objectives in a number of areas and relates to the following high-level objectives contained within the Royal Greenwich Strategy:
  - A Great Place to Grow Up
  - A Cleaner, Greener Greenwich
  - Economic Prosperity for All
  - A Great Place to Be
  - A Strong Vibrant and Well-run Borough

### 3 **Introduction and Background**

- 3.1 The resignation of the Deputy Director of Corporate Resources, who reported to the Director of Finance, has presented an opportunity for the reorganisation of the senior leadership roles of the organisation.
- 3.2 Within this restructure the IT and Customer Services division has been moved from Finance to Communities and Environment. A new post Director of ICT and Customer Services has been created, reporting to the Director of Communities and Environment.
- 3.3 The appointment of a new Chief Officer has additional on-costs of NI and pension contributions. Therefore, for budgeting purposes, the cost of the post is as Table I below.

<b>Band</b>	<b>Point</b>	<b>Inc.</b>	<b>Basic</b>	<b>Super</b>	<b>NI</b>	<b>Total</b>
<b>C - Assistant Director</b>	6	3	100,825	18,650	12,750	132,230
	5	2	95,520	17,670	12,020	125,210
	4	1	91,273	16,890	11,430	119,600

*Table I: Chief Officer Pay Table 2018-2019 – Band C – Assistant Director*

### 4 **Chief Officer appointment process**

- 4.1 The Chief Officer appointment process is detailed in the Officer Appointments Procedures in Part 4 section H in the Council's Constitution, and is set out in below.
- 4.2 Section 38 (1) of the Localism Act 2011 requires local authorities to produce a pay policy statement for each financial year which must set out the authority's policies for the financial year relating to:
- (a) the remuneration of its chief officers,
  - (b) the remuneration of its lowest-paid employees, and

- (c) the relationship between (i) the remuneration of its chief officers, and (ii) the remuneration of its employees who are not chief officers.

- 4.3 The Statement must include the Authority's policies relating to:
- (a) the level and elements of remuneration for each chief officer,
  - (b) remuneration of chief officers on recruitment,
  - (c) increases and additions to remuneration for each chief officer,
  - (d) the use of performance-related pay for chief officers,
  - (e) the use of bonuses for chief officers,
  - (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
  - (g) the publication of and access to information relating to remuneration of chief officers.
- 4.4 The last Statement was approved by full Council on 26 July 2018. All decisions on pay and reward for chief officers must comply with the current Pay Policy Statement and section 42 of the Localism Act states that they cannot be the responsibility of an executive of the authority under executive arrangements.
- 4.5 Section 40 of the Localism Act includes provision for the Secretary of State to issue guidance on the content and application of pay policy statements. Councils must have regard to this guidance in the exercise of their functions under the pay policy provisions. Initial Guidance under section 40 has been published and this was supplemented by further Guidance in February 2013. The Guidance is statutory guidance, and although it is not law, it is not mere advice, and the Council must consider it carefully and have cogent reasons if it wishes to depart from it. Failure to do so may result in any decision being challenged.
- 4.6 The Guidance advises that full Council should be given the opportunity to vote before salaries or severance payments of £100,000 or more are agreed. However, as section 41 says that in making a decision which relates to the remuneration of or other terms and conditions applying to a chief officer, the Council must comply with its pay policy statement for the

financial year. Full Council concluded that, having careful regard to the Guidance, a sensible approach is as set out below:

- (a) Full Council agrees the overall pay banding for the Council's chief officer structure which includes all posts with remuneration of £100,000 or over and also agrees specific severance packages of £100,000 and over (not including contractual obligations).
- (b) General Purposes Committee agrees the salary level for a post with a remuneration of £100,000 or over in relation to a specific appointment.

4.7 Chief Officers are on a single point salary with scope to be placed on 2 further points in exceptional circumstances. The criteria for further points are:

- the scale of the agenda/programme/projects being undertaken in addition to the management of a directorate, including the size and scope and impact of their achievement
- the delivery of significant service improvements in the areas managed measured by performance indicators
- the contribution to and impact on the organisation as a whole in terms of service development and improvement
- under exceptional circumstances to provide a retention package

4.8 The terms of reference of this committee include agreeing the salary level for posts with a remuneration of £100,000 or over in relation to a specific appointment. Committee is therefore asked to agree the salaries for:

- the post Assistant Director, ICT and Customer Services at Chief Officer Grade C. The intention is to appoint at bottom of grade but discretion is sought to appoint up to top of grade if necessary to secure a suitable appointment.

## **5 Appointment Process**

- 5.1 The Officer Employment Procedures authorise the Chief Executive to establish, in consultation with the Party Group Leaders, individual Appointments Panels based on the requirements of the post; and appoint, in consultation with the Leader and Party Whips, Members to Appointment Panel.
- 5.2 As this role forms part of a reorganisation that has been formally consulted on consideration should also be given to the Organisational Change and Redundancy policy.
- 5.3 The Appointment Panel will undertake all stages in respect of the appointment of Chief Officers and Deputy Chief Officers in accordance with the Council's Officer Employment Procedures.
- 5.4 Consultation with Cabinet will take place before any final offer of appointment is made.

## **6 Available Option**

- 6.1 To appoint to the position of Assistant Director, ICT and Customer Services on a permanent basis or take no action, leaving the vacancy arising from the recent restructure, vacant.

## **7 Preferred Option**

- 7.1 To appoint to the position on a permanent basis.

## **8 Reasons for Recommendation**

- 8.1 To provide stability to the organisation, ensuring the council has the required, appropriately qualified leadership team to fulfil the objectives of the restructure.

## 9 Cross Cutting Issues and Implications

Issue	Implications	Sign-off
<b>Legal</b> including Human Right Act	The report raises no legal issues. Part 3 of the Councils constitution provides that General Purposes Committee is responsible for agreeing the salary level for posts with a remuneration of £100,000 or more in relation to a specific appointment.	Azuka Onuorah Deputy Head of Legal Services 18 <sup>th</sup> March 2019
<b>Finance</b> and resources including procurement implications	The Chief Executive is asked to agree to a salary range of £91,273 to £100,825 for the post of Assistant Director, ICT & Customer Services, Chief Officer Grade C in accordance with the Councils Pay Policy Statement.  The funding of this post will be met from existing budgets within	Kim Sullivan Head of Accountancy and Business Change 18 <sup>th</sup> March 2019
<b>Equalities</b>	The recruitment will be undertaken in line with the Re-organisation Procedure and RBG Chief Officer's Recruitment procedure.	Sarah Thompson Agency and Recruitment Manager 18 <sup>th</sup> March 2019
<b>Staffing Establishment</b>	New role created as part of a reorganisation.	Sarah Thompson Agency and Recruitment Manager 18 <sup>th</sup> March 2019

## 10 Background Papers

## 10.1 Job Description and Person Specification.

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## **JOB DESCRIPTION**

<b>DIRECTORATE</b>	COMMUNITIES AND ENVIRONMENT
<b>POSTHOLDER:</b>	
<b>GRADE</b>	CHIEF OFFICER GRADE C
<b>POST DESIGNATION</b>	ASSISTANT DIRECTOR ICT AND CUSTOMER SERVICES

### **Job Purpose:**

- i) As a member of the Communities and Environment Senior Management Team, you will be responsible for the successful delivery of the Council's corporate objectives, and the business objectives of your departments.
- ii) The post holder will work with the Senior Management Team to provide effective leadership and management that will contribute to the continuous improvement of the Council.
- iii) The post-holder will actively contribute to Council-wide and directorate initiatives that will achieve and implement corporate objectives.

### **Job Outcomes**

- I. Delivery of a robust and sustainable IT function which supports staff in their day to day work and which is fully integrated with the Council's Customer Services service and website.

2. Access to a comprehensive range of e- enabled services for the local community
3. Successful delivery of a range of ICT programmes in support of service enhancement and development
4. Development of a focussed and effective customer services function.
5. Continuous development of the Council's website.

## **ICT**

1. To develop and implement policies and strategies that ensure the Council's vision of e-enabled, seamless and integrated services are delivered
2. To deliver the Council's Customer Focus Vision via ICT strategy, using both the technology teams under direct management and contracted services.
3. To develop and deliver the Council's knowledge and information management strategies.
4. To design, implement and develop Customer Relationship Management and self-service technologies that achieve improved customer services, service efficiencies and council effectiveness.
5. Provide the strategic and operational management of the ICT department, oversee and effectively manage the work of the Council's ICT suppliers.
6. Provide the strategic and operational management of the Council's ICT governance structures, to ensure that corporate programmes are well managed and meet their objectives.
7. To deliver a high quality, transparent, customer-focused service, ensuring that the ICT team achieves its key objectives and targets in the most cost effective and efficient manner.
8. To provide strategic guidance and advice to all managers within the Council on ICT issues to promote and develop a performance management and continuous improvement approach and front line service provision.
9. To lead by ensuring that work is undertaken and delivered to appropriate high standards and with due regard to relevant Legislation and best practice.
10. To represent the Council in engaging with professional bodies at a regional and national level,
11. To be responsible for the provision of advice and support to lead Members, Scrutiny Panel Chairs and other Members to enable them to carry out their respective duties effectively. This will often cover a range of complex matters with significant service implications for the Council and partner organisations.

12. To ensure Members' casework and enquiries, including enquiries from the public and outside bodies on ICT, is dealt with efficiently and effectively. To ensure responses (that may include highly confidential or sensitive matters) are drafted for Member approval. To be responsible for arranging meetings and appointments, organising ICT conferences and other events and providing background papers.
13. To ensure reports are prepared and published where required and to make recommendations for improving practices and procedures.
14. To provide ICT policy advice to the Council and its managers at all levels and to implement a customer- focused culture within the ICT Strategy team that provides a role model for the whole of the Council.
15. To set performance standards for corporate systems. These standards to be implemented throughout Royal Greenwich ICT services.
16. To oversee the operation managers and contractors in their management of revenue budgets.
17. Manage the provision of corporate data management and information management on a range of interaction types, channels and other indexes to improve corporate decision making.
11. Support the development of transactional services via the corporate website and manage the provision of information, via the FAQ system.

### **Digital Services**

1. To take strategic responsibility for the council's websites and digital media, including online channel development to meet council and cabinet priorities, focusing on efficient service delivery online. Responsibility for web management and for staff who work on web development or digital tasks.

### **Customer Services**

1. To be responsible for a customer services function which is efficient and effective. The service will be responsive to the needs and expectations of our diverse communities and meet members' expectations.
2. The customer services division will be developed to be fully integrated with the Council's website so that a process of channel shift can be executed to provide a reliable 24/7 service which, over an agreed period, supports the communities of Greenwich to see the website as their primary means of access Council services.

## General

1. To identify and lead on projects to support the corporate ambitions of Royal Greenwich in respect of the areas of responsibility and so enhance both the reputation of the Royal borough and help to underpin its economy and support both growth and anti-poverty initiatives as appropriate.
2. To work with elected representatives of the Royal Borough to ensure the effective delivery of their support services.
3. Actively consider new and innovative ways of delivering services that provide high quality and good value for money.
4. To be part of a 24/7 team, particularly with regard to the Royal Borough's responsibilities in the event of an emergency
5. Drive the implementation of consistently high quality service standards and levels of customer service, establish and monitor performance using Council project management and service review approaches.
6. Ensure there is effective integration of related services within and across the Directorate and the Council and ensure the contribution of partner and contractor organisations is appropriately harnessed.
7. Provide clear and visible leadership, which delivers effective management and development of staff and identify timely responses to overcome performance issues and take appropriate action where required.
8. As a member of the Directorate Senior Management Team, ensure the timely and effective communication and implementation of all agreed Council policies and processes within the Directorate.
9. The post holder is expected to work outside of normal office hours, including attendance at evening meetings or committees, for which no additional payment will be given.
10. Sign off and contribute to the financial strategies and plans / budgets that support the effective delivery of strategic priorities.
11. Monitor the divisional budget and ensure it is effectively controlled within cash limits, driving down spend where appropriate.
12. Hold managers to account to provide services that are delivered or procured that represent value for money.

13. Promote equality among all staff, and ensure that services are delivered in a non-discriminatory way, that is inclusive of disadvantaged groups.
14. Participate in emergency planning and business contingency arrangements as directed by the Director.
15. In discharging the duties of the post have due regard to the provisions of the Health and Safety at Work legislation.
16. To deputise for the Director as required.
17. Undertake any other work appropriate to the level and general nature of the post's duties.

Designation of the Post to which the Post-Holder normally reports to:

**Director of Community and Environment**



## **PERSON SPECIFICATION**

### **ASSISTANT DIRECTOR -ICT**

#### **Technical Experience**

- Proven technical knowledge and experience in managing and delivering a range of diverse functions.
- Change management and integration.
- Business, Service Planning, and Improvement.
- Substantial senior manager experience of managing a corporate ICT environment from a strategic and operational perspective.
- Substantial experience of working with ICT hardware and software projects, change to corporate enterprise ICT architectures and maintaining large desktop PCs estates

#### **Qualification**

- Substantial experience of service management
- Educated to degree level or higher qualifications

## **SKILLS AND KNOWLEDGE**

#### **Accountability**

- Political awareness with proven experience of building positive relationships with elected members to balance political drivers with strategic priorities.
- Experience of providing leadership within a dynamic and changing environment.
- Experience of interpreting vision and strategy to drive delivery through strong and effective leadership.
- Experience of setting service standards that will enhance the reputation of the Council and empowers others to deliver.

- Experience of working within legislative frameworks
- Experience of budget management and budget reprofiling
- Experience of working with a range of partners to deliver service change and improvement

## **Decision Making**

- Experience of making difficult decisions through the analysis of relevant information and risk assessment.
- Able to make decisions that demonstrate commitment to the Council's vision and corporate priorities.
- Experience of establishing and facilitating cross-organisational working that shapes and influences the benefits of having a diverse workforce.
- Experience of developing services that takes account of the needs of diverse stakeholder groups.

## **Delivery**

- Experience of interpreting vision and strategy to drive delivery through strong and effective leadership.
- Experience of setting service standards that will enhance the reputation of the Council and empowers others to deliver.

- Experience of successfully leading and delivering high quality services.
- Experience of budget management and budget reprofiling.
- A proven track record in establishing and developing systems and relationships that support the delivery of excellent customer service within a large complex organisation.