

GENERAL PURPOSES COMMITTEE	DATE 2 April 2019
TITLE Approval of salary for the re-scoped post of Deputy Director of Communities and Environment and Managing Director GSP/GSS	ITEM NO: 7
LEAD OFFICER Chief Executive	CABINET MEMBER 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 £130,063 to £140,468 for the post of Deputy Director of Communities and Environment and Managing Director GSP/GSS (Chief Officer Grade A) in accordance with the Council's Pay Policy Statement.

2. Links to the Royal Greenwich Strategy

- 2.1 This post 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:

- Continue to achieve excellence and good governance in the management of public finances
- A Safer Greenwich
- 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 recent re-organisation of the senior leadership roles of the organisation has resulted in a change to the role and grade of the Senior Assistant Director of Environment post.
- 3.2 Following the retirement of the Managing Director of GSP / GSS in January 2018, a number of temporary cover arrangements have been operating. Since autumn, 2018, the Senior Assistant Director of Environment has taken a leading role in supporting Greenwich Service Plus and Greenwich Service Solutions, due to the synergies with the other services provided from the Birchmere depot.
- 3.3 The recent restructure of Finance and Communities & Environment has recast the role of Managing Director of the companies, with duties realignment between the new Assistant Chief Executive, and the AD Financial Processing and Systems; the remaining function of the Managing Director has been added to the role of Senior Assistant Director of Environment and the post regraded becoming the Deputy Director of Communities and Environment and Managing Director GSP/GSS. This re-scoped role is evaluated as Chief Officer grade A.
- 3.4 The re-scoped role is filled by direct assimilation, in line with the Council's re-organisation procedure.
- 3.5 The re-scoped role and grade has additional on-costs of NI and pension contributions. Therefore, for budgeting purposes, the cost of the post is as
- 3.6 Table I below.

Band	Point	Inc.	Basic	Super	NI	Total
A - Director	15	3	140,460	25,990	18,220	184,670
	14	2	135,260	25,020	17,500	177,780
	13	1	130,060	24,060	16,790	170,910

Table I: Chief Officer Pay Table 2018-2019 – Band A - Director

4. Chief Officer appointment process

- 4.1 Within the re-organisation of Communities & Environment, the existing Senior Assistant Director, Environment is directly assimilated to the re-scoped role of Deputy Director of Communities and Environment. Therefore, there is no appointment process to be undertaken for this post.
- 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 Deputy Director of Communities and Environment, at the lowest salary point for Director Grade A. 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 Within the re-organisation of Communities & Environment, the existing Senior Assistant Director, Environment is directly assimilated to the re-scoped role of Deputy Director of Communities and Environment and Managing Director GSP/GSS. Therefore there is no appointment process to be undertaken for this post.

6. Available Option

- 6.1 To agree the salary of the re-scoped and retitled role of Deputy Director of Communities and Environment and Managing Director GSP/GSS.

7. Preferred Option

- 7.1 To agree the salary of the re-scoped and retitled role of Deputy Director of Communities and Environment and Managing Director GSP/GSS.

8. Reasons for Recommendation

- 8.1 To provide stability to the organisation and GSS/GSP, ensuring the council and the company has the required, appropriately qualified Senior Leadership team to achieve the organisation's objectives.

9. Cross Cutting Issues and Implications

Issue	Implications	Sign-off
Legal including Human Right Act	The report raises no legal issues. Part 3 of the Councils constitution provides that General Purposes Committee is	Azuka Onuorah Deputy Head of Legal Services 18 th March 2019

	responsible for agreeing the salary level for posts with a remuneration of £100,000 or more in relation to a specific appointment.	
Finance and resources including procurement implications	The Chief Executive is asked to agree to a salary range of £130,063 to £140,468 for the post of Director of Finance, Chief Officer Grade A in accordance with the Councils Pay Policy Statement. The funding of this post will be met from existing budgets	Kim Sullivan Head of Accountancy and Business Change 18 th March 2019
Equalities	No issues arising.	Sarah Thompson Agency and Recruitment Manager 18 th March 2019
Staffing Establishment	Existing role within the establishment	Sarah Thompson Agency and Recruitment Manager 18 th March 2019

10. Background Papers

10.1 Deputy Director of Communities and Environment and Managing Director GSP/GSS - Job Description and Person Specification.

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ROYAL BOROUGH OF GREENWICH

JOB DESCRIPTION

DIRECTORATE:	Communities and Environment
DIVISION:	Environment and GSP/GSS Ltd
GRADE:	Chief Officer Grade
JOB TITLE:	Deputy Director Communities and Environment, and Managing Director GSP Ltd & GSS Ltd
REPORTING TO	Director of Communities and Environment

Job Purpose

- Responsible to the Director of Community and Environment, and the Deputy Chief Executive for the strategic direction, leadership and development of teams of employees providing a range of customer-orientated, quality services within the context of the Council Vision and Modernisation Agenda.
- To deputise for the Director of Community Engagement and Environment in the performance of corporate and departmental duties.

Job Outcomes

- I. To be responsible for the strategic development and implementation of services to meet corporate policy and objectives. To establish and promote integration across functional groups across the Council as a means to enhance the quality of service delivery.

2. To contribute to the continuous improvement of services and produce plans, strategies and policies for the department, expansion and enhancement of services for which the Directorate is responsible.
3. To embrace and promote meaningful public consultation and internal/external stakeholder participation in the planning and development of customer-orientated services. To devise and promote service delivery based on quality and efficiency.
4. To establish, develop and maintain the management culture, processes, systems, monitoring arrangements and procedures for the effective and efficient performance of the terms of employees for which the post holder is responsible.
5. To be responsible for the development and implementation of service plans in each area within his/her control and to develop budget proposals in accordance with the Council's budget strategy.
6. To embrace a culture of value for money, promoting meaningful public consultation and internal/external stakeholder participation in the planning and development of customer-orientated services.
7. To be responsible for the strategic leadership and direction of a large team of employees providing environmental services and services associated with GSP and GSS in a customer focussed manner.
8. To be a member of the Communities and Environment Department Management Team as well as the Corporate Greenwich Management Team, and to contribute to the effective leadership, decision-making in the formulation of strategy and policy in relation to the services under his/her control.
9. To support the Council's decision-making structure and processes, and provide information and advice to elected Members, on the performance and development of services under his/her control ensuring compliance with statutory requirements.

10. To apply best practice in employee and industrial relations in support of the Council's Human Resources strategy. To promote and apply the Council's Equal Opportunities policy and the borough's Social Value aspirations.

11. To carry out such other duties as are required by the Director, including deputising for the Director and representing the directorate in a wide range of forums dealing with theme-specific and crosscutting issues.

Designation of Post to which the Post-holder normally reports: Director of Communities and Environment.

Person Specification

DIRECTORATE:	Communities and Environment
DIVISION:	Environment and GSP/GSS Ltd
GRADE:	Chief Officer Grade
JOB TITLE:	Deputy Director Communities and Environment, and Managing Director GSP Ltd & GSS Ltd

Experience/Education

Extensive senior managerial experience managing a significant number of staff 1000+ and/or diverse groups of staff. Experience of managing substantial budgets (from £20m), preferably within the local government context as well as commercial sector.

Knowledge

Substantial knowledge of at least one of the following service areas: Environmental Enforcement, Waste Management, Street Cleansing, Ground Maintenance, Estate Maintenance, Parks, Open Spaces, Mortuary, Crematoria, Cemeteries, Transport, Fleet, etc., with the skill to interpret this knowledge in terms of positive outcomes for the community.

Skills and Abilities

Managing performance: Proven ability to manage for results with a proven track record of service delivery in a high-performance environment.

Leadership and motivation: Ability to lead and motivate diverse groups of staff to achieve high levels of performance with good attendance.

Problem solving: ability to anticipate, analyse situations and identify problem areas along with the capacity and the drive to propose and drive through workable solutions.

Innovation and initiative: Ability to identify, develop and secure support for new opportunities to improve service.

Financial: Proven ability to manage budgets, meet spending targets and proactively identify efficiencies.

Political awareness: a high level of political awareness must be demonstrated, along with the ability to maintain internal and external relationships in complex political environment.

Health & Safety: Awareness of health and safety legislation as it affects staff and the public and the ability to secure compliance through sound operational management.

Customer care and diversity: A strong personal commitment to the highest standards of customer care and an understanding of how diversity informs and can enhance this commitment.