

GENERAL PURPOSES COMMITTEE	DATE 2 April 2019
TITLE Establishment of Appointments Panel – Assistant Director, Human Resources	ITEM NO: 9
LEAD OFFICER Director of Communities & Environment	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 £91,273 to £100,825 for the post of Assistant Director, Human Resources (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:

- Continue to achieve excellence and good governance in the management of public finances
- Economic Prosperity for All
- A Great Place to Be
- A Strong Vibrant and Well-run Borough

3 **Introduction and Background**

- 3.1 The recent retirement of the Head of Human Resources means the post is currently covered by an Acting Up arrangement. The resignation of the Deputy Director of Corporate Resources, who also 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 vacant Head of HR has been renamed as Assistant Director, Human Resources and will directly report to Director of Communities & Environment. The remuneration aspect will be moved to the role of Assistant Director, Financial Processing & Systems. The remit and grade of the post remains unchanged.
- 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.

Band	Point	Inc.	Basic	Super	NI	Total
C - Assistant Director	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, Human Resources 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, Human Resources on a permanent basis or take no action, leaving the Acting Up arrangement to cover the vacancy arising from the previous postholder's recent retirement.

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
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Legal 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 th March 2019
Finance 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, Human Resources, 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 th March 2019
Equalities	The recruitment will be undertaken in line with the Organisational Change and Redundancy Policy and in line with the RBG Chief Officer's Recruitment procedure.	Sarah Thompson Agency and Recruitment Manager 18 th March 2019
Staffing Establishment	Existing role is within the establishment	Sarah Thompson Agency and Recruitment Manager 18 th March 2019

10 **Background Papers**

10.1 Job Description and Person Specification

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JOB DESCRIPTION

POST DESIGNATION: Assistant Director of Human Resources

REPORTING TO: Director of Community Engagement and Environment

DEPARTMENT: Community Engagement and Environment

SECTION: HR

GRADE: CO-C

Job Purpose

This role will provide both professional leadership of the function and provide the bridge between the organisation and the service at a strategic level. This role will own the corporate people management and Workforce Development strategies, having the corporate responsibility for the policies and procedures that define the relationship between employees, workers and consultants with the Council.

The role is a mix of operational and strategic HR leadership. The role will provide advice to GMT and the Cabinet on people management issues; supporting the organisation and Director of Community and Environment in delivering the Council's people based targets and objectives

This role will lead on employee relations, interfacing with Trades Unions, Employee groups and Equality Networks.

Job Outcomes

1. Lead the strategic development of the organisation's workforce strategies, building in intelligence from HR service operations and corporate-led

requirements to develop strategy; work with colleagues to formulate, then monitor the delivery of programme and plans

2. Develop and manage the performance and productivity of the HR function in order to ensure all staff are highly capable, effectively skilled and motivated to deliver specified HR requirements. Translate the vision, plans and values into action for the service.
3. Provide high quality professional advice to GMT and the Cabinet on people management issues, preparing and presenting reports on Human Resources matters to the Cabinet, GMT, council committees and corporate groups as appropriate.
4. Build and develop strong working partnerships across HR and with Directorate Senior Management Teams to ensure that interdependencies are managed smoothly, to meet organisational objectives and enable delivery of requirements
5. Ensure the delivery of high quality, customer focussed HR advice and solutions, to meet requirements and managing the performance of the service to the required standards, policies, timescales and regulations
6. To develop, consult, negotiate and implement organisational human resources strategies and policies to support recruitment, development and maintenance of a creative, efficient and effective workforce, ensuring compliance with employment legislation and HR best practice.
7. Ensure development of HR policies and their on-going application and effectiveness is monitored and that issues/improvements to be addressed/developed are proactively identified and resolved within the context of future service requirements.

Duties and Responsibilities

HR Professional Services

1. Set the strategic direction for and Lead the HR coaching and advice, Quality and Service Assurance, Workforce Development and Health Safety and Wellbeing functions.

2. Lead appropriate engagement, consultation and negotiation with recognised Trades Unions on all employment issues.
3. Act as the day to day line manager of the seconded Trade Unions elected representatives.
4. Manage the overall delivery of a programme of projects or activities in order to deliver organisational objectives or to enable appropriate changes in HR policy or practice to take place.
5. Responsible for providing advice and guidance to Members, GMT and senior managers on employment law and HR best practice.
6. Responsible for providing advice and guidance to GMT and Directorate Management Teams on all employment issues ensuring guidance is in line with current Employment legislation and statutory requirements.
7. To Lead on more strategic, longer term, complex, high risk, diverse and sensitive projects, protecting the reputation of the Council where appropriate.
8. To be responsible for the integration of diversity issues into all HR practices and procedures
9. To represent the Council externally on human resources and organisation development issues of importance to the borough.
10. To Lead on partnership work with London Councils and other strategic pan London, national and Government bodies at a strategic level as required.
11. To be responsible for the programme management of all HR activity to ensure that expectations are met.
12. To develop effective HR standards, procedures and reporting mechanisms in respect of the performance of Human Resources, ensuring that they draw upon learning within the organisation as well as keep pace with development in Employment Law.

13. To develop and maintain a clear, robust and effective set of systems and processes to ensure the efficient and effective functioning of the HR service,
14. To lead the workforce development of RBG staff and be responsible for the development and training of staff in Human Resources and for managing their performance to meet organisational aims and objectives.
15. To lead on the upskilling of managers to encourage implementation of best practice consistently across the organisation.
16. To monitor and control the Human Resources budget in accordance with the Council's financial regulations, obtaining value for money and maximisation of income where applicable.
17. Lead on engagement with the recognised Staff networks on new initiatives or changes in relation to employment.
18. Responsible for developing and implementing the programme of continuous professional development for the HR functions.

Workforce Development

1. Responsible for developing and implementing the Workforce Strategy for the Council and for developing, in partnership with Directorate Senior Management Teams, individual Workforce Plans.
2. Responsible for management of the Council's training budgets
3. Responsible for the development, commissioning and management of the Council's annual training offer
4. Lead on the joint boroughs training partnership contractual arrangement
5. Responsibility for the National Management Graduate Trainee Programme for the Council. Performance monitoring and mentoring the Graduate cohort.
6. Responsibility for the Council's Apprenticeship Programme, creating opportunities for the local community and leading initiatives to maximise use of the £1.2m Apprentice Levy

Health Safety and Wellbeing

1. Lead corporately on staffing health safety and wellbeing issues
2. Responsible for management of Health and Safety Executive investigations and inspections, leading on the Council's response to formal inspection outcomes and recommendations
3. Responsible for provision of advice where appropriate on Corporate Health and Safety issues to the Lead Member, Chief Executive, GMT and RBG managers to ensure statutory duties are met
4. Leads on corporate liaison with Trade Unions and Staff Networks on corporate health safety and wellbeing matters ensuring advice and guidance is in line with statutory requirements and best practice.
5. Responsible for provision of a comprehensive traded service to schools and academies and for ensuring inspections are undertaken and a high quality service is provided in line with the agreed Service Level Agreement

Quality and Service Assurance

1. Responsible for all Job Evaluation for the Council, developing and revising policies and leading on consultation with the Trade Unions.
2. Responsible for the management of the appeals process and for providing job evaluation advice and guidance to staff and trade unions, managers and appeal Chairs
3. Responsible for developing and effectively monitoring a range of diverse workforce data to support the Council's workforce strategy.
4. Responsible for sourcing, collating and analysing a range of diverse workforce and benchmarking data to GMT, DMTs, Lead Members and Cabinet and Scrutiny Committees to inform strategic decisions on the shape of the organisation
5. Responsible for proposing, developing and implementing solutions to workforce issues highlighted via the data analysing processes.

6. Responsible for the management of MP and Members enquiries and Freedom of Information requests relating to workforce, ensuring response are of a high quality and concluded within the agreed timescales.
7. Leads on response to and liaison with a range of Government and pan London bodies on a programme of benchmarking and data sharing

General

1. To ensure that services provided are clear, accountable and responsive to customer/client needs.
2. To proactively manage and oversee staff performance, attendance and absenteeism management so ensuring that the team efficiently uses its staff resources.
3. To carry out any additional duties not listed above as allocated by the Director of Communities and Engagement
4. To achieve agreed service outcomes and outputs, and personal appraisal targets, as agreed by the Director of Communities and Environment
5. Ensure all the services within the area(s) of responsibility are provided in accordance with the Council's commitment to high quality service provision to users.
6. Ensure that duties are undertaken with due regard and compliance with the Data Protection Act and other legislation.
7. Carry out duties and responsibilities in accordance with the Council's Health and Safety Policy and relevant legislation.

PERSON SPECIFICATION

Department: Communities and Environment		Section: Human Resources
Post Title: Head of HR		Grade: COC
REQUIREMENTS Essential (E) Desirable (D)		
EDUCATION and EXPERIENCE		A/I/ T
E	Graduate Qualified Member of the Chartered Institute of Personnel and Development	A
E	Significant experience of management of all aspects of Human Resources within a large, complex, unionised organisation.	A/I
E	Experience of working with employees and trades unions to achieve staffing related service delivery improvements.	A/I
D	Evidence of successful leadership of professional teams bringing about improvements in services through change management and influencing the behaviours and actions of others.	A/I
KNOWLEDGE, SKILLS and ABILITY		
E	Up to date knowledge of employment legislation, its legal implications and HR best practice	I/T
E	In depth knowledge and understanding of local government and the context in which it operates.	I
E	Excellent written and oral communication and presentation skills	A/I/ T
E	Proven ability to lead and manage complex projects involving varied stakeholders, delivering objectives to time, cost and quality	A/I
E	Excellent organisational skills, ability to prioritise and delegate	I
D	Excellent analytical skills (including statistical/data interpretation) that contribute to the identification of issues, problem solving and prioritisation	I/T
E	Strong interpersonal, influencing and negotiation skills, resilience and the ability to work effectively with people at all levels within an organisation	I
E	Excellent customer focus skills, in particular demonstrating a “can do” attitude, putting the customer first and seeking/acting on customer feedback	I
D	Ability to engage and motivate individuals and teams in meeting performance objectives	I
COMMITMENT TO EQUAL OPPORTUNITIES		
E	Commitment to promote the Council’s Equalities agenda.	A/I