

SHARED SERVICES JOINT COMMITTEE AGENDA

11.30 am

Wednesday
15 January 2014

Committee Room 3B -
Town Hall

COUNCILLORS: 6 QUORUM: 3

LONDON BOROUGH OF HAVERING

Councillor Michael Armstrong
Councillor Steven Kelly (Chairman)
Councillor Roger Ramsey

LONDON BOROUGH OF NEWHAM

Sir Robin Wales
Councillor Lester Hudson
Vacancy

For information about the meeting please contact:
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Committee Administration & Member Services Manager
andrew.beesley@havering.gov.uk 01708 432437



NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

The Joint Committee is committed to protecting the health and safety of everyone who attends its meetings.

At the beginning of the meeting, there will be an announcement about what you should do if there is an emergency during its course. **For your own safety and that of others at the meeting, please comply with any instructions given to you about evacuation of the building, or any other safety related matters.**

2. MOBILE COMMUNICATIONS DEVICES

Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

3. CONDUCT AT THE MEETING

Although members of the public are welcome to attend meetings of the Joint Committee, they have no right to speak at them. Seating for the public is, however, limited and the Joint Committee cannot guarantee that everyone who wants to be present in the meeting room can be accommodated. When it is known in advance that there is likely to be particular public interest in an item the Joint Committee will endeavour to provide an overspill room in which, by use of television links, members of the public will be able to see and hear most of the proceedings.

The Chairman of the meeting has discretion, however, to invite members of the public to ask questions or to respond to points raised by Members. Those who wish to do that may find it helpful to advise the Clerk before the meeting so that the Chairman is aware that someone wishes to ask a question.

PLEASE REMEMBER THAT THE CHAIRMAN MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the meeting room.

AGENDA ITEMS

1 ANNOUNCEMENTS

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF PECUNIARY INTEREST

Members are invited to disclose any pecuniary interests in any of the items on the agenda at this point of the meeting. Members may still disclose a pecuniary interest in an item at any time prior to the consideration of the matter.

4 NAMING AND BRANDING FOR THE SHARED SERVICE (Pages 1 - 12)

5 DELEGATIONS TO JOINT COMMITTEE (Pages 13 - 56)

6 IMPLEMENTATION PLAN (Pages 57 - 66)

7 SHARED SERVICE SENIOR MANAGEMENT STRUCTURE (Pages 67 - 108)

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JOINT COMMITTEE 15 January 2014

Subject Heading:

**NAMING AND BRANDING FOR THE
SHARED SERVICE**

Report Author and contact details:

Tony Huff

Financial summary:

Project Lead (LBH)

Is this a Key Decision?

No direct financial implications

No

SUMMARY

Havering and Newham Councils have agreed to set up a shared back office support service. As set out in section 17 of the Business Case, a name and branding will be developed for the new shared service. The name and branding will support the achievement of the wider programme objectives, in particular to engage staff in working for the new shared service and to market the service to potential new customers.

The name and branding would be used:

- To give the shared service a distinct identity for the people working for it (though they would continue to be employed by one of the Councils), positioning it as a new and different service that they will be proud to work for
- In any material and activities designed to market the service to other public sector organisations.

The name and branding would not be used in communications with residents in either of the boroughs as the shared back office service would not be customer-facing. Residents would still contact, and receive communications from, the individual councils.

This paper recommends a name and branding for the Havering and Newham shared back-office support service.

RECOMMENDATIONS

The Joint Committee is asked to agree that:

- The name for the back office support service is 'OneSource'.
- The design style as shown in Appendix 1 is adopted.
- The domain name will be www.onesource.gov.uk (subject to approval from the government agency which issues .gov domain names).
- The name would be supported by a strapline of either 'supporting the public sector' or 'supporting public services'. The Committee is asked to express a preference.
- The colours for the branding will be one of the options shown in Appendix 1. The Committee is asked to express a preference. It would also be used in a black and white version.

REPORT DETAIL

1. Background

a) Development

The proposed name and branding have been recommended following a thorough in-house selection process, following good practice in brand development. Ideas for names for the shared service (including those from staff) were considered against a number of criteria agreed by the Joint Programme Board. These were that the name and branding should:

- Position the new shared service as being distinct and different from the Councils' current support services
- Allow the new service to be marketed to the wider public and third sectors
- Not tie the service to a particular geographical area

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- Not restrict future business to purely support services – allowing flexibility for the business model to grow
- The name is also needed to be flexible enough to allow marketing of a specific business offer, for example 'xxxxxxx Payroll' or 'yyyyyyyyyyyy HR'

This, by necessity, ruled out any 'London' or 'east London' based names as well as any including 'local government'.

For the purposes of business development it is also important to avoid names where there was a company or organisation with the same or similar name marketing itself to a public sector audience.

A suitable .gov domain name also needed to be available for the shared service. A shortlist of names was then developed that either:

- Positioned the new service as a source of expertise, quality and experience **or**
- Related to the concepts of partnership or togetherness.

These were:

- **Source**
- **Concert**
- **Socius**

b) Testing

These names, together with a selection of strapline and colour combinations, were then tested on a range of internal and external audiences, as follows:

- Havering Resources Management Team
- Newham Resources and Commercial Development Management Team
- Focus groups with in-scope ICT and HR staff at Havering
- Two focus groups with a mixed audience of in-scope staff at Newham
- A short session at the end of the in-scope staff briefings undertaken in November / December 2013
- Focus group with senior customer managers (Havering)
- Focus group with senior customer managers (Newham)
- Online survey to members of Society of London Treasurers
- Online survey to members of London Connects Board (IT professionals).

The Joint Programme Board and the Communications teams at the two Councils were consulted throughout the process. Any proposed designs or colours were also tested to ensure they meet accessibility guidelines.

2. Details of the recommended option

a) Name

'Source' was the favoured option amongst both staff and external audiences during the testing. The Joint Programme Board took the view that this name needed to be developed slightly in order to make it more distinctive in a competitive market. There are a number of other companies using the name 'Source', although none that would be in direct competition to the shared service). The name 'OneSource' was felt to strengthen the brand as the one source of support in delivering your support services.

This name is intended to have two meanings:

- One source for all your back office support services
- One source of expertise, experience and understanding of your business.

It is also flexible enough to be used to branding individual services (e.g. OneSource Payroll). It will also have credibility in a competitive market alongside other established shared service providers.

b) Strapline

The recommended strapline, which will sit alongside the name as part of the overall shared service brand, is either '**supporting the public sector**' or '**supporting public services**'.

Using either of these straplines will help to highlight the shared service's public sector ethos and expertise, which is a key selling point for external audiences. Responses from the testing reinforced that this is important.

'**Supporting public services**' would allow the service to be marketed to not-for-profit or third sector organisations which may not consider themselves to be in the public sector.

Consideration was given to branding the new service as either 'xxxxxxx Shared Services' or 'xxxxxxxxxxxxxxx Support Services'. However testing the brand indicated that these might prove restrictive for future business development.

c) Colours

Careful consideration has been given to using colours for the brand that position it as being distinct and separate from either of the two founding councils.

Where the branding needs to be used in colour (for marketing material or in web versions) the options for recommended colours are as shown in Appendix A. The brand will also be used in a black and white version wherever possible to minimise reproduction and printing costs.

d) Design style

Appendix A also shows the recommended design style for the branding. The stylised 'S' which is the main feature of the design is intended to:

- Symbolise the partnership between the two founding councils
- Be seen to symbolise the river as a link between the two councils

The 'S' design lends itself better to the use of pictures in promotional material (see Appendix A).

e) Domain name

In order to create a distinct identity for the shared service amongst staff and customers, staff working as part of the shared service will have their own email addresses. (They will retain their existing Havering or Newham email addresses as required for professional or legal purposes).

A dedicated internet site will also be needed to support business development. The recommended domain name will be www.onesource.gov.uk. An application has been made to the government agency which issues .gov domains names to secure this name. An alternative domain of www.onesource.org.uk has also been secured.

3. Uses of the branding

The branding will be used on a range of materials including:

- Stationery
- Name badges/passes
- Internal signage
- Marketing material
- Internet/intranet sites.

Design guidelines and templates will be produced to ensure correct use and application of the branding. Attached at Appendix B is an example of how the brand would be used on a range of materials.

Reasons for the decision:

The new shared service required a distinct name and branding to enable a different culture to be developed with the shared service and to enable the on-boarding of customers to the shared service.

Other options considered:

No other options were considered.

IMPLICATIONS AND RISKS

Financial implications and risks:

Any additional costs resulting from the recommendations in this report will be contained within existing budgets for the shared services. There is no plan to involve any outside agencies in the naming and branding of the shared service.

Legal implications and risks:

The main risk in developing a name and branding for the shared service is in potential infringement of intellectual property rights and trademarks. The name 'OneSource' is in use elsewhere by a small number of companies (mostly in the US) but this is inevitable for the vast majority of possible names. None of these companies operate in the same market or geographical locations as the shared service.

Legal advice has been taken, which states:

- Use of the name would be possible without running an unacceptable risk of actions for passing off or breach of copyright, trademarks etc.
- The risk of confusion in the mind of potential customers is unlikely to be increased by the Councils creating a further entity using OneSource as its name or part of its name.
- The risk of infringing any other company's intellectual property rights is also very small.

Human Resources implications and risks:

None

Equalities implications and risks:

None

BACKGROUND PAPERS

None

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A1

oneSource
supporting the public sector

B1

oneSource
supporting public services

A2

oneSource
supporting the public sector

B2

oneSource
supporting public services

Page 9

A3

oneSource
supporting the public sector

B3

oneSource
supporting public services

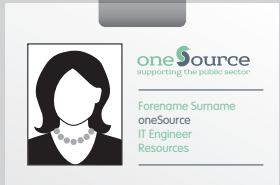
A4

oneSource
supporting the public sector

B4

oneSource
supporting public services

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JOINT COMMITTEE 15 January 2014

Subject Heading:

Delegations to Joint Committee

Report Author and contact details:

Helen Edwards, Director of Legal & Governance, Tel: 02033739236

Helen.edwards@newham.gov.uk

Financial summary:

There are no specific financial implications involved in agreeing the executive delegations to the Joint Committee

Is this a Key Decision?

No

SUMMARY

This report sets out the proposed delegations that the London Boroughs of Newham and Havering intend to delegate to the Joint Committee and the shared service management board.

RECOMMENDATIONS

It is recommended that the Joint Committee:

- 1) consider and comments upon the proposed delegations;

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- 2) recommend them for approval by each Council through its own processes;
- 3) note that the approval process for the London Borough of Havering will be consideration by the Governance Committee which will make a recommendation to Council, and that for the London Borough of Newham the Mayor will amend his scheme of delegations and report this to the next ordinary meeting of Council;
- 4) agree, (subject to the proposed delegations being approved), to delegate certain functions to the Managing Director and Directors as shown in Appendix 1; and
- 5) note that the Chief Executives of the two Councils will separately enter into an agreement under s113 of the Local Government Act 1972 to place the officers within the shared services functions at each others disposal, for the purpose of carrying out any non-executive functions which is it necessary for them to fulfil to enable the efficient operation of the shared service.

REPORT DETAIL

The Councils have agreed to establish a shared service to provide certain support services, detailed in the business case approved by each Councils Cabinet in November 2013. The Councils agreed that the shared services would be provided through a Joint Committee arrangement under delegated authority from each Council. The proposed delegations are set out in Appendix 1, table 1 in respect of the London Borough of Havering, and Table 2 in respect of the London Borough of Newham.

In order to facilitate the effective and efficient conduct of the shared services, it is recommended that the Joint Committee delegates certain functions and responsibilities to the Managing Director and management board of the shared service, who may in turn, where they consider it necessary to do so, delegate further to officers within their respective service directorates, subject to maintaining a written schedule of such delegations.

REASONS AND OPTIONS

Reasons for the decision:

S101(5) of the Local Government Act 1972 allows two or more authorities to arrange for the discharge of functions by Joint Committees. The London Boroughs of Newham and Havering have decided to establish this Joint Committee to

exercise some of its executive functions. All executive functions for the London Borough of Havering are vested in the Leader and Cabinet, and for the London Borough of Newham in the directly elected Mayor. To enable the Joint Committee to exercise executive functions on behalf of both Councils, it is necessary for the relevant executive functions to be delegated to it, and to the management board of the shared service.

Other options considered:

Different functions could have been delegated to the Joint Committee, but alternatives have been rejected, as it is considered that the proposed delegations will allow the Joint Committee maximum flexibility to deliver the anticipated benefits of the shared service.

IMPLICATIONS AND RISKS

Financial implications and risks:

The financial implications and risks of the establishment of the shared service between the two councils are detailed in the reports to the respective Cabinet meetings (Havering, 20.11.13; Newham 21.11.13) and are not repeated here. There are no additional financial implications or risks that are specific to the agreement of the delegations to the Joint Committee.

Legal implications and risks:

The legal implications and risks of establishing a shared service between the two councils are set out in the respective cabinet reports referred to above. To allow the shared service to operate effectively, it is necessary for each of the Councils to delegate the executive functions that it intends to deliver through the shared service, to the Joint Committee, so that it, in turn, may delegate certain of those functions to officers to allow the effective day to day operation of the shared service. If functions were not delegated to the Joint Committee, the Leader of Havering and his Cabinet, and the Mayor of Newham and his Cabinet, would need to retain detailed involvement in the decisions necessary to operate the shared services, which would prevent it operating effectively and achieving expected outcomes.

Human Resources implications and risks:

There are no specific implications or risks involved in the delegation of functions.

Equalities implications and risks:

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An Equality Analysis was undertaken in the preparation of the Business Case prior to consideration of the establishment of the Joint Committee by the Cabinets of each Council. It is not considered necessary for a further analysis to be carried out in respect of the delegation of functions, as all relevant issues have already been considered previously.

BACKGROUND PAPERS

Reports to Cabinet meetings dated 20.11.13 for the London Borough of Havering, and 21.11.13 for the London Borough of Newham.

APPENDIX 1 : Delegation of Functions and Responsibilities

General Principles

1. The Councils agreed at their respective Cabinet meetings in November 2013 that the Shared Services listed in the Business Case approved by Cabinet will be provided through a Joint Committee which shall be responsible for the provision of the Shared Service under delegated authority from the Councils, which is set out set out below at Part 1 in respect of the London Borough of Havering and Part 2 in respect of the London Borough of Newham. The delegations are subject to the conditions, limitations and the specific reservations, set out below. It is intended that only executive functions are delegated to the Joint Committee. The Chief Executives of the two Councils will separately enter into an agreement under s113 of the Local Government Act 1972 to place the officers within the shared services functions at each others disposal, for the purpose of carrying out any non executive functions which it is necessary for them to fulfil to enable the efficient operation of the shared service.
2. In order to facilitate the efficient and effective conduct of the Shared Services, the Joint Committee shall delegate certain functions and responsibilities to the Managing Director and to the Directors. Any delegations to Directors may also be exercised by the Managing Director.
3. The Managing Director and the Directors, where they consider it necessary and expedient, may sub delegate to officers within their respective service Directorates. If such delegations are made, the relevant Director shall prepare and maintain a written schedule of delegations to be available for inspection by the Monitoring Officers and S.151 Officers of the Councils.

Conditions Relating to the Exercise of Delegated Authority

4. The exercise of functions delegated to officers under this scheme must comply with:-
 - i) any legal requirement or restriction;
 - ii) the relevant Council's Constitution;
 - iii) the relevant Council's policy framework and any other plans and strategies approved by the Cabinet;
 - iv) the relevant in-year budget;
 - v) the relevant officers code of conduct;
 - vi) Relevant Procurement Standing orders and financial regulations;
 - vii) And all other relevant policies, procedures, protocols and provisions.

Limitations to the Exercise of Delegated Powers

5. Officers in the exercise of functions delegated by this scheme may not:-

- i) Make Key Decisions except as defined in the relevant Council's Constitution;
- ii) Change or contravene policies or strategies approved by the Council or the Cabinet in the absence of specific delegated authority to do so;
- iii) Create or approve new policies or strategies, in the absence of specific delegated authority to do so;
- iv) Take decisions to withdraw public services, in the absence of specific delegated authority to do so;
- v) Take decisions to significantly modify public services without consulting the appropriate Cabinet Member before exercising the delegated power;

PART 1 – HAVERING

Delegation to Joint Committee

A	General	Delegation to Officer
A1	To have overall responsibility for the provision to the client Councils of the shared services	None
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation	None
A3	To consider and approve the annual service plan for each shared service	None
A4	To determine the strategic direction of the shared services operation	None
A5	To determine any strategic issue referred to it by the Managing Director	None
A6	To advise the client Councils what financial resources are desirable for the delivery of the shared services operation for three financial years ahead from the current financial year	None
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the client Council's and to make representation to the council's on the consequences of those restraints as appropriate.	None

A	General	Delegation to Officer
A8	To incur expenditure within the revenue and capital budgets as approved by the Joint Committee, or as otherwise approved, subject to any variation permitted by the Council's contract and financial procedure rules.	Managing Director
A9	To oversee the delivery of programmes agreed by Council and Cabinet.	Managing Director
A10	In consultation with the relevant Cabinet Member to apply for, accept and manage external funding up to a limit of £500,000 per grant in support of any function within their Directorate provided that any financial contributions by the Council are made from within existing budgets.	Managing Director
A11	To authorise the making of ex gratia payments up to the limit specified from time to time by the Director of Finance to individuals where the Local Government Ombudsman has recommended that such payment be made in local settlement of a complaint.	Managing Director
A12	To authorise activities under the Regulation of Investigatory Powers Act 2000.	Managing Director
A13	To approve commencement of a tendering process for all contracts above a total contract value of £156,000.	Managing Director
A14	To award contracts with a total contract value of under £5,000,000.	Managing Director
A15	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	Managing Director
A16	Payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties must be	Director

A	General	Delegation to Officer
	made in consultation with Head of Shared Services.	
A17	To approve applications for leave for trade union conferences and training courses in consultation with the Head of Shared Services.	Director
A18	To approve payment of claims by employees for loss or damage to property and clothes up to the limit specified from time to time by the Director of Finance otherwise payment must be made in consultation with the Group Director Resources.	Director
A19	To grant permission for employees to undertake outside work or duties whether paid or unpaid subject to there being no conflict of interest.	Director
A20	To approve honoraria payments in consultation with the service personnel manager.	Director
A21	To approve commencement of a tendering process for, and to award all contracts below a total contract value of £156,000.	Director
A22	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	Director
A23	To incur expenditure within the revenue and capital budgets for the relevant service as approved by the Council, subject to any ICT variation permitted by the Council's contract and financial procedure rules.	Director

A	General	Delegation to Officer
A24	To implement any approved financial programme, including the authorisation of expenditure and procurement of goods and services.	Director
A25	To implement approved fees, charges, rents etc. and to ensure that proper arrangements exist for their collection.	Director
A26	In consultation with the relevant Cabinet Member, to apply for, accept and manage external funding up to a limit of £250,000 per grant in support of any function within their service provided that any financial contributions by the Council are made from within existing budgets.	Director

B	Finance (including Procurement)	Delegation to Officer
B1	To advise on and monitor the revenue and capital budgets of the Council, including the Housing Revenue Account and the determination of Council Tax and housing rent levels.	Director of Finance
B2	To write off sums which are irrecoverable and to settle claims on behalf of the Council	Director of Finance
B3	To manage the Council's loan debt, investments, and temporary investments, pension scheme and pension fund, insurance fund, act as registrar of loan instruments, manage all banking arrangements including numbers and types of accounts and arrange insurance of property and the selecting and accepting of tenders for insurance cover and related services which are considered to offer best value for the Council promoting good risk management practices at all	S.151 Officer

B	Finance (including Procurement)	Delegation to Officer
	times.	
B4	<p>To undertake all other financial matters arising within the Council, subject to the following requirements:</p> <ul style="list-style-type: none"> (i) authority to incur expenditure being approved or sanctioned by the Council or the Cabinet (ii) powers of borrowing being exercised within guidelines agreed by the Council and any current codes of practice (iii) all matters being within accepted accounting practice and standards and within statutory requirements (iv) any necessary reference to the Council's external Auditors. (v) an annual report being presented to the Audit Committee by 30 September in each year on the activities undertaken in respect of treasury management powers in the preceding financial year (vi) reports of the external Auditors and other relevant Inspectorates upon the audit of the Council's activities being considered. (vii) To make direct investments in local infrastructure assets as part of the Pension Fund local infrastructure portfolio in consultation with the Chairman of Pensions 	S,151 Officer
B5	To implement the Council's early retirement, retirement and redundancy policies in consultation with the Director of Human Resources and the Director of Legal and Governance.	Director of Finance
B6	To set the Council Tax Base and Commercial Rate yield each year unless it involves matters of policy	S.151. Officer
B7	To award all gas and electricity supply contracts where offers are made on a short restricted time basis and where there is insufficient time to obtain a Cabinet Member decision.	Director of Finance

B	Finance (including Procurement)	Delegation to Officer
B8	To accept grants and the terms and conditions thereof for and on behalf of the Council.	S.151 Officer
B9	To instruct the Council's insurers and, upon their advice, to negotiate and settle insurance claims up to maximum of £145,000 for motor insurance, £147,750 for liability insurance and motor vehicles, and £50,000 for property insurance.	Director of Finance
B10	To review and, if necessary, amend the limits in (B9) above on an annual basis, following discussion with the Council's insurers.	Director of Finance
B11	To set future inter-authority and standard charges for residential and day-care accommodation, in accordance with the formula recommended by the Local Government Association.	Director of Finance
B12	To increase the specified sums set out in delegations to staff in accordance with Retail Prices Index (RPI).	Director of Finance
B13	To approve the Financial Framework and any amendments to it.	S.151 Officer
B14	In consultation with the relevant CMT Member, to authorise virements.	Director of Finance
B15	To make or enter into leasing arrangements for vehicles, plant and equipment.	Director of Finance
B16	To monitor the implementation of the charging policy	Director of

B	Finance (including Procurement)	Delegation to Officer
	including any relevant deadlines. To advise on reviews of fees and charges.	Finance
B17	To act upon and make decisions as a Pensions Panel consisting of the Director of Finance, Director of HR, and Director of Legal & Governance for the purpose of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Scheme.	Director of Finance

C	Legal & Governance	Delegation to Officer
C1	To prepare, approve and issue or serve all legal documentation on behalf of the Council.	Director of Legal & Governance
C2	To lay information, complaints and claims on behalf of the Council for the purpose of any proceedings before the Magistrates' Court, County Court and other courts and tribunals, including all civil and criminal proceedings.	Director of Legal & Governance
C3	To defend all legal proceedings brought against the Council and to take any steps that are in their opinion expedient to that end.	Director of Legal & Governance
C4	To sign, serve, advertise and receive notices and documents on behalf of the Council in relation to any formal or legal procedures.	Director of Legal & Governance
C5	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.	Director of Legal & Governance
C6	To sign or endorse any documents on behalf of the borough	Director of Legal

C	Legal & Governance	Delegation to Officer
	where so requested by a citizen.	& Governance
C7	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.	Director of Legal & Governance
C8	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.	Director of Legal & Governance
C9	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	Director of Legal & Governance
C10	To instruct and/or seek the opinion of legal counsel and/or external solicitors in consultation with the Chief Executive or appropriate Group Director, Director or Head of Service and to instruct legal counsel or experts to advise or appear on any matter and to agree fees arising.	Director of Legal & Governance
C11	In consultation with the Director of Finance to settle claims in proceedings commenced or about to be commenced against the Council in a court or tribunal up to a limit of £100,000. Settlement of claims that exceed £100,000 require the approval of the relevant individual Cabinet Member or of the Cabinet, unless the decision is required to be made immediately before, at, or during a hearing.	Director of Legal & Governance
C12	To name, rename, number and renumber streets and	Director of Legal

C	Legal & Governance	Delegation to Officer
	premises	& Governance
C13	To maintain the register of highways that are maintainable at public expense.	Director of Legal & Governance
C14	To arrange for the administration of all statutory appeals.	Director of Legal & Governance
C15	To allocate information technology facilities to members, including ordinary telephones, mobile telephones and facsimile machines.	Director of Legal & Governance
C16	To implement the Council's early retirement, retirement and redundancy policies in consultation with the Director of Finance and the Director of HR.	Director of Legal & Governance
C17	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of HR and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	Director of Legal & Governance
C18	To alter the financial amounts in Contract Procedure Rules specifically relating to EU contracts and occurring either due to exchange rate changes or EU directed amendments.	Director of Legal & Governance
C19	To authorise Council staff to represent the Council in proceedings in the County Court and the Magistrates Court.	Director of Legal & Governance
C20	To prepare, approve and issue or serve the form and	Solicitors appointed by the

C	Legal & Governance	Delegation to Officer
	content of all legal documentation on behalf of the Council.	Director of Legal & Governance
C21	To lay information, complaints and claims on behalf of the Council for the purpose of any proceedings before the Magistrates' Court, County Court and other courts and tribunals, including all civil and criminal proceedings.	Solicitors appointed by the Director of Legal & Governance
C22	To defend all legal proceedings brought against the Council and to take any steps that are in his or her opinion expedient to that end.	Solicitors appointed by the Director of Legal & Governance
C23	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.	Solicitors appointed by the Director of Legal & Governance
C24	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.	Solicitors appointed by the Director of Legal & Governance
C25	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	Solicitors appointed by the Director of Legal & Governance
C26	To instruct and/or seek the opinion of legal counsel and/or external solicitors in consultation with the appropriate Group Director, Director or Head of Service and to instruct legal counsel or experts to advise or appear on any matter and to agree fees arising.	Solicitors appointed by the Director of Legal & Governance
C27	To undertake those functions assigned under: (i) Part 3, Section 5 of the Constitution of the London	Director of Legal & Governance

C	Legal & Governance	Delegation to Officer
	<p>Borough of Havering: local choice functions</p> <p>(ii) Part 3, Section 6 of the Constitution of the London Borough of Havering: Proper Officer function</p>	
C28	To authorise activities under the Regulation of Investigatory Powers Act 2000 and to monitor proper use of activities under that Act.	Director of Legal & Governance
C29	To develop and implement the Council's Health & Safety Strategy	Director of Legal & Governance
C30	To develop and implement the Council's information governance policies and protocols.	Director of Legal & Governance
C31	To undertake all the administrative procedures for Schools Appeals, Hearings Panels and any other panels or Sub-Committees required under the terms of reference of the Adjudication and Review Committee and Licensing Committee: including but not limited to the appointment and re-appointment of independent persons for school appeals and other hearings, the selection of members or independent persons to consider specific cases, the consideration of applications for re-hearing of School Admission Appeals, the arrangement of panels and dates and the appointment of Chairmen of panels.	Director of Legal & Governance and Committee Services Manager
C32	In consultation with the Leader of the Group of which the previous appointee is a Member, to appoint a Member of the Council to fill a casual vacancy in any appointment to another organisation arising during the course of a municipal year.	Director of Legal & Governance and Committee Services Manager
C33	In consultation with Cabinet Members, Group Leaders and the Chairmen of Committees, to determine the schedule of meetings for each municipal year (including dates, times and	Director of Legal & Governance and Committee

C	Legal & Governance	Delegation to Officer
	<p>places of meeting), on the basis that, so far as possible and practicable:</p> <p>(a) The Regulatory Services Committee shall meet every three weeks (except around the Christmas/New Year period)</p> <p>(b) The Audit, Governance, Pensions and Standards Committees and the Overview & Scrutiny Committees shall generally meet once during each period between ordinary Council meetings</p> <p>(c) Meetings will only be arranged for Monday or Friday evenings in exceptional circumstances.</p>	Services Manager
C34	To exercise general use and hire of the Town Hall for the purpose of meetings and other authorised events in accordance with approved fee scales and principles and guidelines agreed by the Governance Committee, but to be able to waive or reduce scales of fees and charges in suitable cases. To exercise general management of the Council Chamber, Committee Rooms and other accommodation for Members, including any audio-visual or other information technology equipment installed therein.	Director of Legal & Governance and Committee Services Manager
C35	To approve arrangements for members' training.	Director of Legal & Governance and Committee Services Manager
C36	To approve the attendance of members at conferences or training events outside the borough but within the United Kingdom, including any travel and accommodation arrangements.	Director of Legal & Governance and Committee Services Manager
C37	Undertake those functions assigned under:	Director of Legal & Governance

C	Legal & Governance	Delegation to Officer
	(a) Part 3, Section 6 of Constitution of the London Borough of Havering: Proper Officer functions	and Committee Services Manager
C38	To undertake those election functions assigned to the Proper Officer in the Constitution of the London Borough of Havering.	Director of Legal & Governance

D	ICT/BUSINESS SYSTEMS	Delegation to Officer
D1	To develop the Council's e-government and t-government strategies.	Director of ICT
D2	To develop the Council's information systems, and information technology and e-government strategies.	Director of ICT
D3	To develop the Council's information and communications technology strategies including the supply, withdrawal, data protection, security and integrity of the systems to staff and members.	Director of ICT
D4	To supply connections and services to public sector partners and other organisations, provided that the integrity of the Council's information systems is maintained.	Director of ICT

E	STRATEGIC HUMAN RESOURCES	Delegation to Officer
E1	To develop and implement the Council's human resources, organisation development, remuneration and occupational	Director of Human

E	STRATEGIC HUMAN RESOURCES	Delegation to Officer
	health strategies.	Resources
E2	To implement any decisions and recommendations of recognised national negotiating bodies in respect of pay. Where a supplementary estimate is required, the cost must be reported to the Cabinet.	Director of Human Resources
E3	To implement decisions and recommendations of recognised national negotiating bodies on all employment matters including terms and conditions of employment. Where there is a cost implication, a report must be made to the Cabinet.	Director of Human Resources
E4	<p>Subject to appointments, dismissals, assimilation and redundancies for Heads of Service and above being authorised by Appointments Committee, to implement the procedure for any senior management re-alignment or restructuring including;</p> <ul style="list-style-type: none"> (i) Achieving any necessary reduction through voluntary redundancy; (ii) Considering applications from unaffected Heads of Service or above which would create a suitable alternative employment opportunity for an affected Head of Service or above; (iii) Deciding upon the ring fence arrangements and inviting applications for assimilation; and (iv) Arranging advertisements and assessment centres, and, subject to compliance with Contract Procedure Rules, appointing external recruitment consultants. 	Director of Human Resources

E	STRATEGIC HUMAN RESOURCES	Delegation to Officer
E5	In consultation with the Director of Legal and Governance, to amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.	Director of Human Resources

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
F1	To exercise general use and hire of public halls and buildings owned by the Council (except the Town Hall) for the purpose of community use, meetings and other authorised events in accordance with approved fee scales and principles but to be able to waive or reduce scales of fees and charges in suitable cases.	Director of Asset Management
F2	Subject to the availability of finance to be responsible for any alteration or improvement of facilities to the Council Chamber, Committee Rooms and other accommodation for Members.	Director of Asset Management
F3	To manage the operation of the relevant Contract Service Organisations (CSOs) including marketing the CSOs and consideration of the impact of new legislation on the CSOs, where relevant.	Director of Asset Management
F4	To exercise all the powers delegated to the Property Strategy Manager so far as legally permissible.	Director of Asset Management
F5	To exercise the powers and duties of the Council in relation to concessionary fares and similar schemes (including the taxicard scheme).	Director of Asset Management
F6	In relation to the taxicard scheme:	Director of Asset

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
	<ul style="list-style-type: none"> (i) To admit to the scheme persons from the waiting list of applicants. (ii) To agree a higher trip limit where justified by the degree of disability of the individual Director of Asset Management (iii) To approve dual holding of a concessionary fares permit and a taxicard where, in view of the individual's condition, it is appropriate to do so. 	Management
F7	To issue permits under the Minibus and Other Section 19 Permit Buses Regulations 1987 to appropriate organisations.	Director of Asset Management
F8	To provide a security service for the Council's Administrative buildings	Director of Asset Management
F9	To conduct preliminary negotiations, negotiate, agree and conclude all property matters including the making and settling of rating appeals on council property and property valuations for all purposes	Director of Asset Management and Property Strategy Manager
	To undertake marketing of any Council property.	Director of Asset Management and Property Strategy Manager
F10	To instruct external property advisors, surveyors, auctioneers and consultants where necessary on property transactions.	Director of Asset Management and Property Strategy Manager
F11	To procure property and property services to meet the Council's occupation needs including responsibility for space	Director of Asset

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
	use and allocation together with strategic facilities management. This function must be exercised subject to obtaining members authority for any financial approval not within budget.	Management and Property Strategy Manager
F12	To agree with a potential purchaser of a Council-owned property that the Council should retain an area of land where it is expedient to do so.	Director of Asset Management and Property Strategy Manager
F13	Following notification to the relevant ward members, to vary but not extend existing agreements for mobile phones masts at school sites in circumstances where installations are to be upgraded and lower emissions will result to enable Landlord's consent to be granted for the installation.	Director of Asset Management and Property Strategy Manager
F14	<p>To agree and incur reasonable pre-sale expenses up to a limit of £100,000 per transaction when disposing of property, such expenses to be offset against the capital receipts arising.</p> <p>These functions must be exercised in accordance with the following requirements:</p> <ul style="list-style-type: none"> (i) complying with the Code of Practice on the Disposal of Surplus Property, set out in Appendix B (ii) in cases where the Cabinet has already approved the principle but not the terms of a property disposal without the invitation of competitive bids, the provisionally agreed terms of any disposal exceeding £1,000,000 shall be reported to Cabinet for approval before the transaction is concluded. (iii) in cases that have not been the subject of competitive bids but are below £1,000,000 in value, the 	Director of Asset Management and Property Strategy Manager

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
	<p>provisionally agreed terms of disposal should shall be reported to the Group Director Resources, before the transaction is concluded.</p> <p>(iv) complying with relevant Council policy on property transactions</p> <p>(v) referring a matter for Member decision where it is proposed to recommend other than the best financial bid</p> <p>(vi) concluding valuation and property disputes forming part of a pending or active court or arbitration proceedings, after consultation with either the Director of Legal & Governance or the Director of Finance, where there is insufficient time or opportunity to obtain a Member decision</p> <p>(vii) Making or settling rating appeals only in the Council's financial interests.</p>	
F15	To be the Council's designated corporate property officer, responsible for the strategic management of the Council's property portfolio, including corporate strategy and asset management, procurement of property and property services, planned and preventative maintenance programmes, property allocation and use, reviews, acquisitions and disposals, and commercial estate management.	Director of Asset Management
F16	To exercise all powers relating to Romford Market, including granting and revoking licences and enforcing relevant bylaws.	Director of Asset Management & Strategic Property Manager

G	TRANSACTIONAL SERVICES	Delegation to Officer
G1	To advise on, co-ordinate and manage all payroll functions on behalf of the Council.	Director of Transactional Services
G2	To administer the Council's pension fund.	Director of Transactional Services
G3	The exercise of the client monitoring function in respect of occupational health and the Council's recruitment advertising contracts, and the power to select and accept tenders for external consultants or contracts in accordance with the Council's standing orders.	Director of Transactional Services
G4	To grant gifts for long service up to the limit specified from time to time by the Director of Finance.	Director of Transactional Services
G5	To approve the arrangements for members' training and development.	Director of Transactional Services
G6	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of HR and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	Director of Internal Transactions
G7	To approve proposals for the payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties.	Director of Transactional Services
G8	To undertake the role of appointed person for the Council in all matters relating to the Disclosure and Barring Service.	Director of Transactional Services
G9	To grant car and season loans to eligible staff.	Director of Transactional Services

G	TRANSACTIONAL SERVICES	Delegation to Officer
G10	To exercise the Council's discretionary powers in relation to writing off amounts due for national non-domestic rate or surcharge on grounds of hardship or general rate on grounds of poverty, up to a maximum level of £10,000.	Director of Transactional Services
G11	To exercise the Council's discretionary powers in relation to relief for Council Tax and commercial rates.	Director of Transactional Services
G12	To act as statutory officer pursuant to for the collection of council tax and commercial rates	Director of Transactional Services
G13	To manage the operation of the relevant Contract Service Organisations (CSOs) including marketing the CSOs and consideration of the impact of new legislation on the CSOs.	Director of Transactional Services

PART 2 - NEWHAM

Delegation to Joint Committee

A	General	Delegation to Officer
A1	To have overall responsibility for the provision to the client Councils of the shared services	None
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation	None
A3	To consider and approve the annual service plan for the shared service	None
A4	To determine the strategic direction of the shared services operation	None
A5	To determine any strategic issue referred to it by the Managing Director	None
A6	To advise the client Councils what financial resources are	None

A	General	Delegation to Officer
	desirable for the delivery of the shared services operation for three financial years ahead from the current financial year	
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the client Councils and to make representation to the councils on the consequences of those restraints as appropriate.	None
A8	To incur expenditure within the budgets approved by the Joint Committee, or as otherwise approved, subject to any variation permitted by the Council's contract and financial procedure rules.	Managing Director
A9	To oversee the delivery of programmes agreed by Council and Cabinet.	Managing Director
A10	To approve commencement of a tendering process and award contracts in accordance with the council's financial procedure rules and contract procedure rules	Managing Director
A11	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	Managing Director
A12	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	Director
A13	To incur expenditure within the budgets for the relevant service as approved by the Council, subject to any variation permitted by the Council's contract and financial procedure rules.	Director
A14	To implement any approved financial programme, including the authorisation of expenditure and procurement of goods and services.	Director
A15	To implement approved fees, charges, rents etc relevant to the shared service, and to ensure that proper arrangements exist for their collection.	Director

B	Finance (including Procurement)	Delegation to Officer
B1	Setting statutory Fees and Charges for Services within the shared service where the fee/charge is levied under a statutory obligation to do so.	Director of Financial Services
B2	Setting Fees and Charges within the shared service where no statutory fee is applicable provided that the Mayor (in consultation with the Cabinet) must approve the levying of the fee/charge in the first instance.	Director of Financial Services
B3	Authorising or approving payments in accordance with all relevant Council policies	Director of Financial Services
B4	Writing off debts, in accordance with the Council's policy on write offs.	Director of Financial Services
B5	Approving extensions and renewals to contracts taking the total value above the original agreed value of the contract and notations including extensions of Contract Hire Agreements (subject to the Code of Procurement).	Director of Financial Services
B6	Approving amendments or variations to contracts relating to the shared services which will have an impact on the value of the contract where the variation is in accordance with the original approval of the Contract	Director of Financial Services
B7	In relation to contracts within the shared service, referring contracts to Arbitration, terminating contracts, withholding payments, enforcing contract terms (including third party rights under Contracts (Rights of Third Parties) Act 1999) and serving notices in accordance with the contract conditions	Director of Financial Services
B8	Making amendments to risk management policy and strategy with appropriate consultation with Audit Board.	Director of Financial Services
B9	Making appropriate arrangements for the use of banking services including accounts held jointly with others	Director of Financial Services
B10	Making provision for insurance in respect of the Council's functions, premises, property, employees, Members and third parties including self insurance	Director of Financial Services

B	Finance (including Procurement)	Delegation to Officer
B11	Dealing with any claims against the Council where the losses are insured including those below any excess and approve any settlements or other action in respect of such claims	Director of Financial Services
B12	Instructing the Councils Insurance providers with regard to defending any actions or threatened actions where the Council has insurance cover or is self insured.	Director of Financial Services
B13	Maintaining relevant statutory accounts and registers in respect of the Council's financial arrangements including the maintenance of relevant separate accounts (capital and revenue) and any register of loans or loan investments	Director of Financial Services
B14	Giving instructions to debt collection agencies agreeing to any form of ADR, issuing legal proceedings, applying for attachment of earnings orders, charging orders, bankruptcy and any other relevant enforcement action to recover any debt including attending creditors meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exercising powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council.	Director of Financial Services
B15	Serving statutory demands, placing and enforcing charges, recovering interest and expenses, appointing receivers, collecting interest and expenses in connection with any debt owed to the Council	Director of Financial Services
B16	To exercise the Council's discretion to release information where statutorily permitted to do so in respect of any debt owed to the Council	Director of Financial Services
B17	Agreeing any apportionment in respect of the expenses of the Coroners Service under the Coroners Act 1988	Director of Financial Services
B18	Calculating the Council Tax Base and keeping on deposit a copy of the valuation list.	Director of Financial Services
B19	Levying and collecting Council Tax in respect of dwellings in the Council's area under the Local Government Finance Act 1992 (see also the Executive Director Customer Services Scheme of Delegation)	Director of Financial Services
B20	Instituting proceedings, agreeing to any form of ADR in respect of collection of NNDR or Council Tax and other related enforcement action in respect of such actions	Director of Financial

B	Finance (including Procurement)	Delegation to Officer
	including attending creditors meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exercising powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council.	Services
B21	To prepare, deposit, alter and give notice of any adopted non-domestic rating list under the Local Government Finance Act 1988	Director of Financial Services
B22	The administration, collection and recovery of non-domestic rates and exercise of powers and duties under Local Government Finance Act 1988	Director of Financial Services
B23	Providing relief from non-domestic rates under Sections 43, 45, 47 or 49 of the Local Government Finance Act 1988 as amended by Part 4 Localism Act 2011	Director of Financial Services
B24	Determining chargeable amounts payable by charities, non-profit making bodies, recreational clubs and societies and the exercise of any discretionary relief.	Director of Financial Services
B25	Deciding applications for housing and council tax benefit including hardship payments and backdating including discretionary housing the calculation and recovery of over payments.	Director of Financial Services
B26	Determining whether landlords or agents are fit and proper to receive payment of benefit direct.	Director of Financial Services
B27	Revising decisions on claims for housing or council tax benefit.	Director of Financial Services
B28	Representing the Council at Appeals Service Tribunals	Director of Financial Services
B29	Exercising the Authority's functions and powers to administer cautions and administrative penalties with regard to benefit offences under the Social Security Fraud Act 2001.	Director of Financial Services
B30	Acting as Council's reporting officer to the National Criminal Intelligence Service under the Proceeds of Crime Act.	Director of Financial Services

B	Finance (including Procurement)	Delegation to Officer
B31	Authorising a prosecution for fraud by an employee or third party in accordance with the Fraud Prosecution Policy.	Director of Financial Services
B32	Applying for communications Data in accordance with the powers conferred by the Social Security Fraud Act 2001	Director of Financial Services

C	Legal & Governance	Delegation to Officer
C1	Responsibility for the operational management of the shared services within the remit of legal services	Director of Legal and Governance Services
C2	In so far as not referred to elsewhere. Instituting, proceedings, agreeing to arbitration or ADR, defending, entering a plea in, admitting facts in, giving and seeking disclosure in, settling (within budget), issuing cautions, seeking costs, taking relevant enforcement action, injunctions, confiscation and restraint orders and taking other relevant procedural action in respect of any actual or contemplated legal or other formal proceedings on behalf of or against the Authority and appearing by counsel or other person or to authorise an officer to so appear in any proceedings. Including all and any such action in relation to bringing or defending any appeal arising out of such legal proceedings.	Director of Legal and Governance Services
C3	Instituting proceedings under Section 222 of the Local Government Act 1972.	Director of Legal and Governance Services
C4	Authorising/affixing the Authority's seal to deeds and other documents	Director of Legal and Governance Services
C4	Issuing Right to Buy completion notices, and all other action in relation to RTB sales and assignments providing certificates in respect of non registered land (Right to Buy and other) paying relevant stamp duty land tax, waiving RTB discount repayments, Registry Charges/Local Land Charges, creating, waiving and enforcing easements and covenants, and discharging mortgages on behalf of the Authority and such other actions maybe necessary in relation to the sale, purchase or enforcement/creation of	Director of Legal and Governance Services

C	Legal & Governance	Delegation to Officer
	rights of land or property.	
C5	Exercising the Council's discretionary power under Section 133 of the Housing Act 1985	Director of Legal and Governance Services
C6	Waiving legal professional fees	Director of Legal and Governance Services
C7	Making arrangements in respect of all meetings of the Council, Committees, Sub-Committees and the Executive including the administration of school appeals for exclusions	Director of Legal and Governance Services
C8	Approving travelling and subsistence claims of Members in accordance with the agreed Scheme (See also Part 2 of the Scheme of Delegations and see also Chief Executives scheme of delegation).	Director of Legal and Governance Services
C9	Approving expenditure for Members' library and other resources and development, as necessary to enable them to carry out their office and the functions of the Authority. (See also Part 2 of the Scheme of Delegations)	Director of Legal and Governance Services
C10	To agree to waiver the Council's legal professional fees in relation to any land transaction	Director of Legal and Governance Services
C11	To agree payments for relevant professional fees incurred by the Council by lessees or prospective lessees of the Council's commercial premises (but not waiver for Legal fees which is dealt with above).	Director of Legal and Governance Services
C12	To serve any notices and exercise any powers and duties including payment of compensation arising out of the Council's ownership of land	Director of Legal and Governance Services
C13	Issuing Right to Buy completion notices, and all other action in relation to RTB sales and assignments providing certificates in respect of non registered land (Right to Buy and other) paying relevant stamp duty land tax, waiving RTB discount repayments, Registry Charges/Local Land Charges, creating, waiving and enforcing easements and covenants, and discharging mortgages on behalf of the Authority and such other actions maybe necessary in relation to the sale, purchase or enforcement/creation of	Director of Legal and Governance Services

C	Legal & Governance	Delegation to Officer
	rights of land or property.	
C14	Exercising the Council's discretionary power under Section 133 of the Housing Act 1985	Director of Legal and Governance Services
C15	To sign, serve, advertise and receive notices and documents on behalf of the Council in relation to any formal or legal procedures.	Director of Legal and Governance Services
C16	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.	Director of Legal and Governance Services
C17	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	Director of Legal and Governance Services
C18	To instruct and/or seek the opinion of legal counsel and/or external solicitors in consultation with the Chief Executive or appropriate Group Director, Assistant Director or Head of Service and to instruct legal counsel or experts to advise or appear on any matter and to agree fees arising.	Director of Legal and Governance Services
C19	Authorising officers to attend court and appear on behalf of the Council under S.223 Local Government Act 1972 and the County Courts Act 1984	Director of Legal and Governance Services
C20	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	Solicitors appointed by the Director of Legal and Governance Services
C21	Approving compensatory payments under section 92 Local Government Act 2000	Director of Legal and Governance Services and Committee Services Manager
C22	Administering cautions in any criminal proceedings.	Director of Legal and Governance Services
C23	Applying for Confiscation Orders, restraint, Charging Orders, deduction of wages, injunctions, possession and any other appropriate orders in connection with all criminal	Director of Legal and Governance Services

C	Legal & Governance	Delegation to Officer
	legal proceedings initiated by the Council	
C24	Settling claims (other than Employment Tribunal claims, debts and those covered by insurance) including Part 36 offers with the approval of the Director with responsibility for Legal Services. Approval of the Director of Financial Services (as Chief Finance Officer) is required where the settlement will have a detrimental budget impact or require use of contingencies.	Director of Legal and Governance Services

D	ICT/BUSINESS SYSTEMS	Delegation to Officer
D1	Responsibility for the operational management of the shared services within the remit of ICT services	Director of ICT Services
D2	To develop the Council's information systems, and information technology and e-government strategies.	Director of ICT Services
D3	To supply connections and services to public sector partners and other organisations, provided that the integrity of the Council's information systems is maintained.	Director of ICT Services
D4	Agreeing arrangements for the use of any spare capacity in any computers or associated equipment owned by the Council under Section 38 of the Local Government (Miscellaneous Provisions) Act 1976	Director of ICT Services
D5	Notifying all staff of any electronic communications monitoring routinely carried out	Director of ICT Services
D6	Approving sales of computer software developed and owned by the Council	Director of ICT Services

E	STRATEGIC HUMAN RESOURCES	Delegation to Officer
E1	Responsibility for the operational management of the shared services within the remit of Human Resources.	Director of Human Resources and Organisational Development Services
E2	To implement any decisions and recommendations of recognised national negotiating bodies in respect of pay.	Director of Human

E	STRATEGIC HUMAN RESOURCES	Delegation to Officer
	Where a supplementary estimate is required, the cost must be reported to the Cabinet.	Resources and Organisational Development Services
E3	To implement decisions and recommendations of recognised national negotiating bodies on all employment matters including terms and conditions of employment. Where there is a cost implication, a report must be made to the Cabinet.	Director of Human Resources and Organisational Development Services
E4	<p>Subject to appointments, dismissals, assimilation and redundancies for Heads of Service and above being authorised by Appointments Committee, to implement the procedure for any senior management re-alignment or restructuring including;</p> <ul style="list-style-type: none"> (v) Achieving any necessary reduction through voluntary redundancy; (vi) Considering applications from unaffected Heads of Service or above which would create a suitable alternative employment opportunity for an affected Head of Service or above; (vii) Deciding upon the ring fence arrangements and inviting applications for assimilation; and (viii) Arranging advertisements and assessment centres, and, subject to compliance with Contract Procedure Rules, appointing external recruitment consultants. 	Director of Human Resources and Organisational Development Services
E5	In consultation with the Director of Legal and Governance, to amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.	Director of Human Resources and Organisational Development Services
E6	Approval of staffing & service related Equalities Impact Assessments	Director of Human Resources and Organisational Development

E	STRATEGIC HUMAN RESOURCES	Delegation to Officer
		Services
E7	Evaluating job descriptions and approving changes to job grading and issuing statements of particulars to all staff.	Director of Human Resources and Organisational Development Services
E8	Designing and implementing job application forms and criteria.	Director of Human Resources and Organisational Development Services
E9	Comply with and exercise powers and duties of the Authority as an employer under the Transfer of Undertakings (TUPE) Regulations.	Director of Human Resources and Organisational Development Services
E10	Appointing or engaging trainers to facilitate the Council's corporate training scheme and managing the corporate management training programme in compliance with relevant procurement rules	Director of Human Resources and Organisational Development Services
E11	Consulting with recognised Trades Unions and in particular in respect of redundancies under the Trade Union and Labour Relations (Consolidation) Act 1992, s.188 including giving all appropriate notices.	Director of Human Resources and Organisational Development Services
E12	Complying with, exercising and performing powers and functions of the Authority as an employer under the Trade Union and Labour Relations (Consolidation) Act 1992	Director of Human Resources and Organisational Development Services

E	STRATEGIC HUMAN RESOURCES	Delegation to Officer
E13	Giving notice of redundancy, make redundancy payments, serve counter notices and written statements of redundancy calculations under ERA 1996 Sections 135, 143, 149 and 165 (save that any pension payments payable shall be subject to the relevant pensions decisions as provided for elsewhere in the Scheme of Delegation).	Director of Human Resources and Organisational Development Services
E14	In a redundancy situation, consideration of the suitability of alternative employment and the impact on redundancy pay of an employee's rejection of the alternative role and reasons for refusal	Director of Human Resources and Organisational Development Services
E15	Exercising any powers in respect of statutory sick, parental, incapacity or industrial injuries pay under The Social Security Administration Act 1992, Social Security Contributions and Benefits Act 1982 or in relation to the reserve forces under the Reserve Forces (Safeguard of Employment) Act 1985 and Reserve Forces Act 1996.	Director Transactions
E16	Adjusting payment to officers, implementing binding decisions of national negotiating bodies and implementing single status agreement	Director of Human Resources and Organisational Development Services
E17	Applying for and giving notices or information in respect of any attachment of earnings orders made in relation to any debtor who is an employee of the Council under Attachment of Earnings Act 1971 Sections 07, 15 and 16	Director Transactions
E18	Approving applications for specific staff monitoring where warranted under the Council's policy and in accordance with the Information Commissioners Code	Director of Human Resources and Occupational Development Services
F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
F1	Responsibility for the operational management of the shared	Director of Asset

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
	service within the remit of Asset Management	Management Services and Property Strategy Manager
F2	Applying for planning permission from the Council on Council owned land	Director of Asset Management Services and Property Strategy Manager
F3	Serving Notices to Quit, Notices Seeking Possession and tenants notices; exercising any duty to compensate in respect of land matters or re-housing duties, enforcing covenants; serving notices relating to land; and disposal of property left on land.	Director of Asset Management Services and Property Strategy Manager
F4	Enforcement of street trading if approved by the Director of Business Systems, Property and Commercial Development or Markets Development Manager or Director for Enforcement and Safety.	Director of Asset Management Services and Property Strategy Manager
F5	Provision and maintenance of any theatre, concert hall, entertainment room, reading room, pavilion, bandstand, refreshment rooms, cloakrooms, lavatories and the like for the provision of concerts and other entertainments and of developing and improving the knowledge of arts and crafts under Sections 4 and 5 of the London County Council (General Powers) Act 1947 and Section 145 of the Local Government Act 1972.	Director of Asset Management Services and Property Strategy Manager
F6	Carry out full range of functions to provide necessary support to deliver the Council's Primary and Secondary school building programmes and schools asset management in so far as the function is not contained within the portfolio of the Executive Director for Operations	Director of Asset Management Services and Property Strategy Manager

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
F7	Provide project and programme office support for the delivery of the Council's programme of projects across the Council and ensuring compliance with corporate standards	Director of Asset Management Services and Property Strategy Manager
F8	Support the Council's business improvement processes through; provision of project managers and project support including undertaking business process reviews and service improvement projects	Director of Asset Management Services and Property Strategy Manager
F9	Provide project and programme office support for the delivery of the Council's programme of projects across the Council and ensuring compliance with corporate standards	Director of Asset Management Services and Property Strategy Manager
F10	To ensure compliance with the Council's Carbon Reduction Commitment Energy Efficiency Scheme	Director of Asset Management Services and Property Strategy Manager
F11	Under section 87 of the Localism Act 2011 determining the form and content of lists of assets of community value.	Director of Asset Management Services and Property Strategy Manager
F12	To instruct Legal Services to apply for (or to vary, discharge, suspend etc.) and to comply with access orders under the Access to Neighbouring Land Act 1992	Director of Asset Management Services and Property Strategy Manager

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
F13	To negotiate all relevant terms including as to payment of professional fees (but not the waiver of legal professional fees) in respect of the letting and management of commercial premises owned by the Council, apply rent reviews and serve all relevant notices in respect of such premises or instruct the Director Legal Services to issue such notices whether under the lease or statutory provision including retrieval assignments, variations, termination, contracting out of the 1954 Act, and enforcement of such commercial leases and all other relevant landlord action under the Landlord and Tenant Acts and related status	Director of Asset Management Services and Property Strategy Manager
F14	To agree or request guarantee agreements, rent deposits, overriding leases, release from covenant, apportion liability under covenants and agree compensation for Leases or Tenancies under The Landlord and Tenant Act 1927 and Landlord and Tenant (Covenants) Act 1995)	Director of Asset Management Services and Property Strategy Manager
F15	To give any notice, apply to court or lands tribunal, deal with charges, act as mortgagee in possession, deal with proceeds as mortgagee, grant licences and surrender leases (or instruct the Director Legal Services to take any of these actions) under The Law of Property Act 1925	Director of Asset Management Services and Property Strategy Manager
F16	To repair, maintain and insure premises in accordance with the terms of any lease and statutory requirement	Director of Asset Management Services and Property Strategy Manager
F17	To seek mortgagor's consent for the transfer of any interest the Council has as mortgagee under Section 7 of The Local Government Act 1986	Director of Asset Management Services and Property Strategy Manager

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
F18	To propose the alteration of the valuation list or raise objections to any proposed alteration in respect of any property owned by the Council and appealing to the valuation tribunal in respect of such proposals under The Local Government Finance Act 1988 Section 55.	Director of Asset Management Services and Property Strategy Manager
F19	To carry out rent reviews or Lease renewals	Director of Asset Management Services and Property Strategy Manager
F20	To grant way leaves and easements to, and enter similar agreements with statutory undertakers and other bodies, relating to services supplied or transmitted across or under premises under the control of the Authority, provided that where the premises are in occupational use by another department this decision is taken in conjunction with the Relevant Executive Director or Relevant Service Head	Director of Asset Management Services and Property Strategy Manager
F21	To provide valuations of land for the purposes of acquisition and disposal by the Council	Director of Asset Management Services and Property Strategy Manager
F22	To serve any notices extinguishing the rights of statutory undertakers or telecommunications operators (or instruct the Director Legal Services to do so), to pay compensation arising out of such action and refer any dispute to the Land Tribunal under the Town and Country Planning Act 1990, Sections 271, 272, 273, 279 and 282	Director of Asset Management Services and Property Strategy Manager
F23	To approve the Council's participation in Section 106 agreements where the Council is joined in the agreement as landowner. Provided the terms of the Section 106	Director of Asset Management

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
	agreement are in accordance with any decision to dispose of the land.	Services and Property Strategy Manager
F24	Tribunals Courts And Enforcement Act 2007 - section 72 To use the procedure under Schedule 12 of this Act for the purpose of recovering rent payable under a lease of commercial premises. Sections 81 and 83 To serve, withdraw or replace notice on a sub-tenant of commercial premises demanding payment of rent to the Council as head lessor rather than to the immediate tenant and to comply with and exercise and perform any powers and duties contained in any regulations made under this section with regard to the serving of such notices. Section 83	Director of Asset Management Services and Property Strategy Manager
F25	To exercise and perform any powers and duties contained in Part 1 of the Landlord and Tenant Act 1927 which may or shall be exercised or performed by the Council by virtue of its being the Landlord or Tenant as the case may be of any business tenancies. Including compensation for improvements and goodwill on the termination of business tenancies.	Director of Asset Management Services and Property Strategy Manager
F26	To keep a copy of any register sent to the Council under Part X Local Government Planning and Land Act 1980 (register of land held by public bodies) available for inspection, provide copies of such register on payment of a reasonable charge and to amend such register on being notified of amendments made by the Secretary of State. Notify the Secretary of State of any inaccuracies and comply with any directions and make representations as to why proposed directions should not be given or as to the proposed content of any such directions.	Director of Asset Management Services and Property Strategy Manager
F27	To serve notice on the tenant under sections 1 and 3 Landlord and Tenant Act 1988 in response to applications seeking consent for any of the actions to which these sections apply (assignments, underletting etc) taken by the tenant of the subtenant.	Director of Asset Management Services and Property Strategy

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	Delegation to Officer
		Manager
F28	To exercise and perform any powers and duties contained in the Leasehold Property Repairs Act 1938 which may or shall be exercised or performed by the Council by virtue of its being the landlord or tenant of any premises as the case may be. (Enforcement by Landlord of obligation to repair).	Director of Asset Management Services and Property Strategy Manager
F29	Giving instructions to debt collection agencies, issuing legal proceedings, applying for attachment of earnings orders, charging orders, bankruptcy and any other relevant enforcement action to recover any debt including attending creditors meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exercising powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council.	Director of Asset Management Services and Property Strategy Manager
F30	Serving statutory demands, placing and enforcing charges, recovering interest and expenses, appointing receivers, collecting interest and expenses in connection with any debt owed to the Council	Director of Asset Management Services and Property Strategy Manager

G	INTERNAL TRANSACTIONS	Delegation to Officer
G1	To advise on, co-ordinate and manage all payroll functions on behalf of the Council.	Director
G2	The exercise of the client monitoring function in respect of occupational health and the Council's recruitment advertising contracts, and the power to select and accept tenders for external consultants or contracts in accordance with the Council's standing orders.	Director
G3	To undertake the role of appointed person for the Council in all matters relating to the Disclosure and Barring Service.	Director
G4	To grant car and season loans to eligible staff.	Director

H	EXTERNAL TRANSACTIONS	Delegation to Officer
H1	To exercise the Council's discretionary powers in relation to writing off amounts due for national non-domestic rate or	Director

H	EXTERNAL TRANSACTIONS	Delegation to Officer
	surcharge on grounds of hardship or general rate on grounds of poverty, up to a maximum level of £10,000.	
H2	To exercise the Council's discretionary powers in relation to relief for Council Tax and commercial rates.	Director
H3	To act as statutory officer pursuant to for the collection of council tax and commercial rates	Director
H7	To manage the operation of the relevant Contract Service Organisations (CSOs) including marketing the CSOs and consideration of the impact of new legislation on the CSOs.	Director

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JOINT COMMITTEE 15 January 2014

Subject Heading:

Implementation Plan Report

Report Author and contact details:

**Tony Huff, 01708 434155,
tony.huff@havering.gov.uk**

Financial summary:

**There are no new financial implications
outside of those in the approved
Business Case**

Is this a Key Decision?

No

SUMMARY

The programme to share the back office support services between Havering and Newham Councils has been formally structured to ensure that the programme is delivered in a way that meets the vision and requirements of each Council.

The key tasks and milestones required to deliver the programme have been identified and progress is reported through the programme governance structure.

This report details, at a high level, the programme's governance structure, the overall programme plan and the key tasks and milestones during the implementation phase.

RECOMMENDATIONS

This report is for information only to give assurance to the Joint Committee of the plan to implement the Programme to share the back office support service between Havering and Newham Councils.

REPORT DETAIL

Programme governance structure

The overall Shared Service programme governance structure consists of:

- a Programme Board
- a Programme Group
- and five work-stream projects.

The structure is designed to ensure that the programme is approached as a partnership project and membership on the board and groups are fairly represented from both Councils.

The programme structure features reporting mechanisms into the programme for dependant projects and out to the respective corporate transformation and change programmes boards within each Council.

The Programme Board meets every two weeks and is accountable for the strategic delivery of the programme and oversees progress across all of its component sub-programmes or projects. When the new shared service senior management team is in place this Board meeting will be replaced by the service's new management team meetings.

The Programme Group is made up of the programme and project leads and monitors the overall work plans for all of the work-stream projects. The group manages the top level tasks of the programme and the product control for all of the work-streams projects. This group meets as required to facilitate the progress of work on the programme.

The work-stream projects manage the work plan and activities for their work-stream specialism and are responsible for the delivery of their project. The project

Joint Committee, 15 January 2014

leads are responsible for timely reporting of issues and risks to the Programme Group and ultimately to the Programme Board.

The work-stream projects are responsible for delivering the project in line with the strategic direction and Shared Vision set by the Programme Board.

There are five work-stream projects, which have been created to focus the delivery of the programme into specialist areas being led by a senior project lead, these are:

- Design Project – Project Lead Tony Huff (LBH)
- Finance Project – Project Lead Angela Paterson (LBN)
- People and Change Project – Project Lead Beverley Williams (LBN)
- Technology and Systems Project – Project Lead Geoff Connell (LBN / LBH)
- Property and Buildings Project – Project Lead Mark Butler (LBH)

A diagram showing the overall programme governance for implementing the new shared service is attached as appendix 1.

Overall programme plan

There is a full implementation plan in place to monitor and deliver the programme. This is updated by the Project Leads and progress on the plan is reported to the Programme Board.

The overall implementation of the Programme and outline timetable will be:

- Delegations from both council's Cabinets to the Joint Committee and relevant officers to be approved by each Council by 31 March 2014
- Existing services will continue operating as now until 1 April 2014
- Services brought together on 1 April 2014 facilitated by a senior management restructure
- Year 1 reviews commence in April 2014 to maximise potential savings in 2014/15. Service reviews will be phased over a three year period
- The programme will be fully implemented and the full savings achieved by the end of year 5 (2018/19).

Implementation plan key task and milestones

Havering and Newham have worked quickly to develop the shared service in order to maximise the savings it can achieve. The period from the Council decision to agree the shared service at the end of November 2013 to go live on the 1 April 2014 is the implementation phase. During this phase, time will be concentrated on implementing key tasks to enable the two Councils to work together on the 1 April 2014.

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A diagram showing the key tasks and milestones in the programme for the implementation phase until the end of March 2014 is attached as appendix 2.

Design project

The design project manages the overall programme tasks and to date has delivered the programme's shared vision and business case. The key tasks in the implementation phase for the project is to setup the Joint Committee, including implementing the agreed scheme of delegation to allow officers to work and make decisions for both Councils, managing the service reviews and all of the communication activity. This project will also develop the service level agreements to aid new customer development.

Communications

A full Communications Strategy and Action Plan have been developed to start the journey and support the transition of the two Councils' existing support services to the new shared service.

Communications activity includes:

- Develop branding and identity
- Employee newsletters and manager's briefings
- Developing a dedicated intranet and internet
- Developing specific communications channels, such as an email bulletin to in scope staff and a dedicated SharePoint site for human resource change information
- Meetings and events for staff and managers
- Targeted communications for elected Members, trade unions and external service users such as schools
- Induction guides and service brochures
- External communications to promote and market the new service.

A number of these activities such as the dedicated intranet pages and managers' meetings are already being used to engage staff in the vision and proposals for the new shared service.

The Joint Committee will be asked to agree the branding of the new shared service. A clear identity for the new service will help those staff working for it to feel that they are moving to something new and create a sense of momentum and purpose for the change. Use of the brand in all communications and engagement with in scope staff at both Councils throughout the transition will help support the required culture change.

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A marketing plan will also be produced for the shared service to support future business development.

Service reviews

A phased set of service reviews will be undertaken to plan and implement the coming together of the shared functions.

To date three reviews have begun in the programme these are for ICT, Health and Safety and Legal. ICT and Health and Safety have already had a lighter review as part of the business case to test the savings assumptions, this work has continued for ICT into a full review and the work in Health and Safety will continue early in 2014/15. Both the Legal and ICT reviews will be concluded by March 2014, where the improvements, efficiencies and savings proposals will be implemented, facilitated by a restructure of the services.

The timetable for the reviews has been updated post the Business Case to take into account the revised implementation date for Oracle in Newham and are as below:

Year 1	Year 2	Year 3
<ul style="list-style-type: none">• Procurement (transactional / operational / strategic)• NNDR• Democratic Services• Election Services• Facilities Management and Post room• Health and Safety• Management of School Capital• Audit Insurance and Risk• Property• Technical Services	<ul style="list-style-type: none">• Payroll (end of year 1 – beginning year 2)• Transactional Finance (end of year 1 – beginning year 2)• Transactional HR (end of year 1 – beginning year 2)• Pensions (contract at LBH)• Operational / Strategic Finance• Operational / Strategic HR• Debt Management / Recovery team	<ul style="list-style-type: none">• Benefits• Council Tax

Revised service review timetable

Finance project

The finance project manages the financial aspects of the programme. During the implementation phase the key tasks for this project will be to recalculate the funding agreement percentages, to set up the memorandum accounts for the shared service and to create combined budget monitoring information for

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managers. This project is also assisting in the pricing of key services in the service catalogue in order to market the service to new customers.

People and change project

The people and change project leads the HR elements of the programme, the key task for this project will be to agree and recruit the senior management structure for the new joint service. This involves agreeing a new structure, creating and evaluating new posts, consulting with staff and the restructure and recruitment process.

A paper is being presented at this meeting to agree the proposed structure, with the aim to have the new structure in place by the 1 April 2014.

As well as the senior management structure there are a number of other tasks this project will coordinate to manage the transition to the new service, this includes input into staff communication, induction and cultural change to manage the impact the programme has on staff.

Systems and technology project

In order to create a unified service a number of projects to integrate our systems and information technology infrastructure are required. As we already share parts of our ICT service, many projects have already been undertaken together which has paved the way for this programme and will make the final integration simpler.

The systems and technology project manages all the operational ICT issues which the programme is dependent on so we can work together seamlessly. This project will ensure that staff can access the systems they need across the two Councils, create the new shared services internet site and email addresses and make changes to our telephone, printing and door entry systems so staff from both Councils can access what they need for go live on the 1 April 2014. This project is also managing the development of additional systems proposed in the business case including: time costing, asset management, FOI, risk management and forecasting.

Property and buildings project

The property and accommodation project manages the relocation of services and management of assets for the programme. In the initial stages of the programme this work will focus on enabling managers to work across the two Councils sites on day one, as each service is reviewed recommendations on co-location requirements will be identified and actioned by this project work-stream.

This project is tasked with creating an assets register as well as identifying efficiencies and savings which can be made by accommodation.

REASONS AND OPTIONS

Reasons for the decision:

This report is for information only and does not require a decision by the Joint Committee.

Other options considered:

Not applicable.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no new financial implications outside of those in the approved Business Case. Costs arising from implementing this plan are detailed in the Business Case.

Legal implications and risks:

There are no new legal implications identified for this implementation plan other than those identified in the Business Case.

Human Resources implications and risks:

Where any Human Resource implications occur in tasks identified in this implementation plan for example through reorganisation or service reviews, each Council's usual change management policy will be followed.

Equalities implications and risks:

An Equality Analysis has been undertaken as part of this programme, at this stage it profiles the staff which are currently in scope of this programme. This process will be repeated at key stages to ensure that the programme is developed in full recognition of the diverse needs, circumstances, and concerns of the people who will be affected by it.

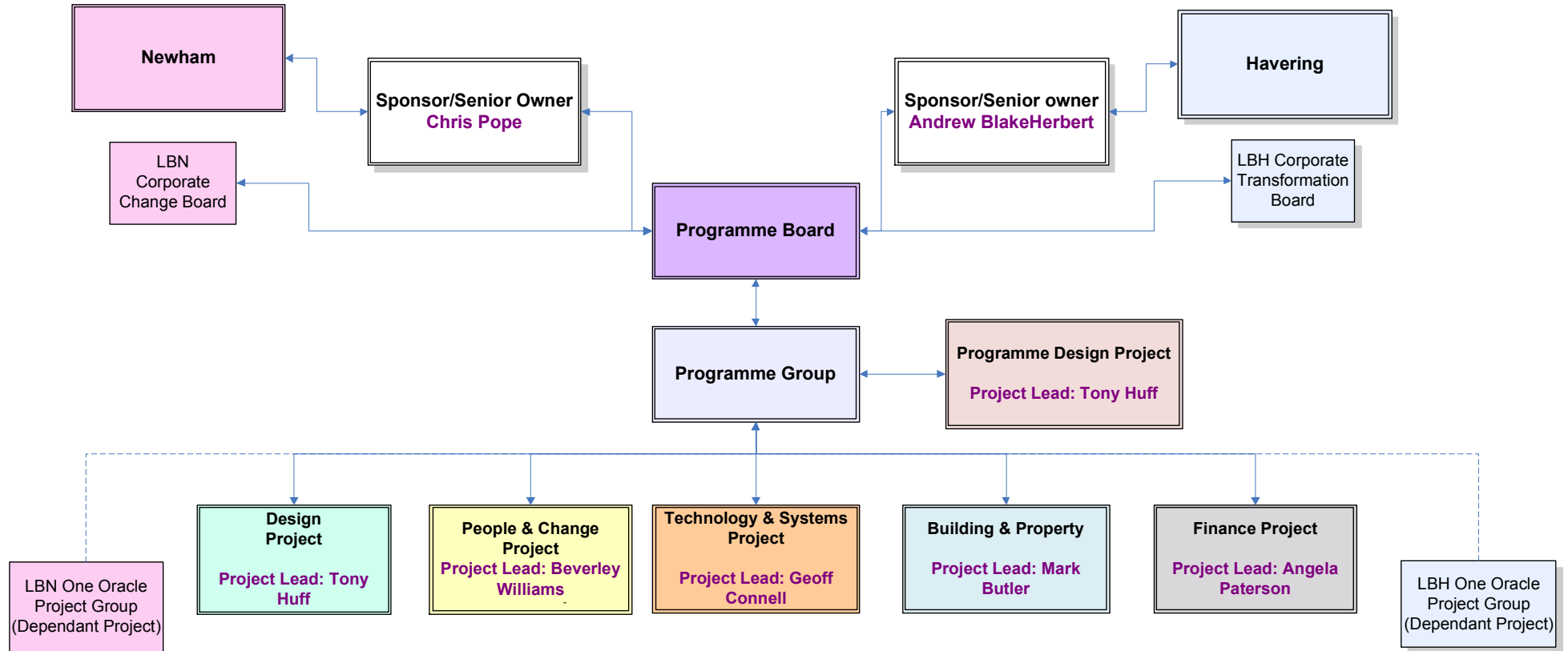
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BACKGROUND PAPERS

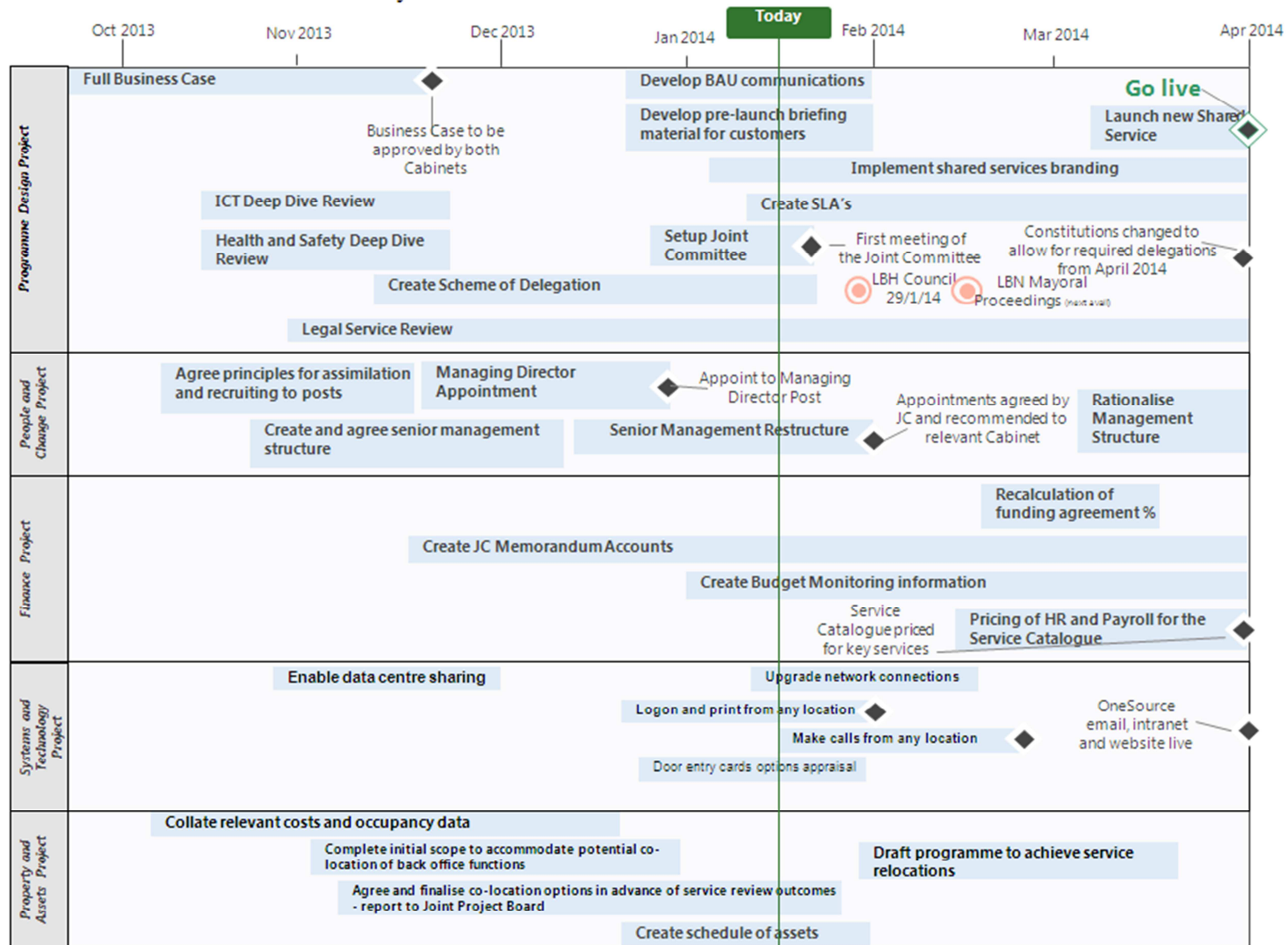
The document 'Sharing Services Business Case' dated 12 November 2013 has been used in preparation of this report, this is a published paper.



Appendix 1 - Programme governance structure



Appendix 2 - Key tasks and milestones timeline





JOINT COMMITTEE 15 January 2014

Subject Heading:

**Shared Service Senior Management
Structure**

Report Author and contact details:

**Andrew Blake- Herbert Group Director
Resources**

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**Chris Pope – Executive Director
Resources and Commercial
Development**

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Financial summary:

It is estimated that the proposed structure will cost £997,000 as compared with existing costs of £1,452,000. This would give rise to a net saving of approximately £455,000 in a full year (£432,000 after deducting pension back funding costs of £23,000). The net savings being equivalent to 30% which is line with the assumptions made in the business case.

Is this a Key Decision?

No

SUMMARY

- 1.1 The purpose of this report is to recommend to the Joint Committee the establishment of the shared senior management structure to manage the new shared back office support service between the London Boroughs of Havering and Newham. This includes the Managing Director role, and direct reports to that post.
- 1.2 The Business Case for the shared service agreed by both Councils created the role of Managing Director. This role is an amalgamation of elements of the current roles of the Group Director Resources at Havering and Executive Director Resources and Commercial Development at Newham. With the current transformation pressures on both councils neither council can afford to lose their existing Resources Director roles in the short term. It was therefore agreed that initially the Managing Director role will be covered on a shared basis by both the current Directors with both remaining as employees of their current Council. The role and job description (attached as appendix 1) has been agreed by the Chief Executives of both Newham and Havering. There is no additional cost associated with this arrangement, which will be reviewed at the appropriate time as the shared service matures.
- 1.3 In order to lead the functions within the scope of the shared service it is proposed to create a joint senior management structure. This includes the statutory functions of Section 151 officer and Monitoring Officer on behalf of each authority. The structure ensures there is a clear lead on each statutory function for each authority.
- 1.4 The functions in scope of the shared service are:
 - Finance
 - Human Resources and Organisational Development
 - Legal and Governance Services
 - Asset Management Services
 - ICT Services
 - Transactional and Exchequer Services

- 1.5 In addition, it is proposed to create an additional function of Business Services, to support the business of the shared service, including service improvement, planning and performance management, and business development.
- 1.6 The recommended senior structure is at appendix 2. The structure is a joint management arrangement, with postholders being responsible for managing the service in both authorities. This structure therefore delivers savings through the deletion of duplicate posts in one borough or the other. The savings are £455,000 in a full year and will be shared on the basis of the agreed funding formula.
- 1.7 All posts in this structure proposal are being evaluated under the Hay job evaluation scheme by the Newham HR team and moderated by the Havering HR team.

RECOMMENDATIONS

The Joint Committee is asked to agree the following:

1. That the appointment to the post of Managing Director is confirmed on the basis of being shared between the existing Group Director of Resources (Havering) and the existing Executive Director for Resources and Commercial Development (Newham). This arrangement would be reviewed by the Joint Committee after the joint service has settled down.
2. That the senior management structure is agreed as set out in Appendix 2, and that the process to consult with affected post holders in order to appoint to the posts in accordance with the Change Management procedures commences.

REPORT DETAIL

2. Background

- 2.1 In December 2013 both Councils approved the proposal to share their back office support services.
- 2.3 Havering and Newham have worked quickly to develop the shared service in order to maximise the savings it can achieve. It is formally set up through a Joint Committee of the two Councils. Full redesign and transformation of services will be completed by 2018/19. The two Councils are ambitious to market the shared service to other councils and public and third sector organisations, creating a preferred model for support services and generating additional income.

2.4 The shared service includes 21 separate services across the two Councils employing some 1360 people. The services in the new shared service include:

London Borough of Havering	London Borough of Newham
Resources Directorate	Resources and Commercial Development Directorate
<p>Legal and Democratic Services</p> <ul style="list-style-type: none"> • Monitoring Officer role • Legal Services • Democratic Services • Electoral Services • Leader's and Mayor's Offices 	<p>Legal</p> <ul style="list-style-type: none"> • Monitoring Officer role • Legal Services • Democratic Services, Committees and Partnerships • Scrutiny • Electoral Services
<p>Internal Shared Services</p> <ul style="list-style-type: none"> • Operational Finance and Human Resource • Operational Procurement • Human Resources, Payroll Pensions and Finance Administration • Customer Relationship and Improvement 	<p>Human Resources</p> <ul style="list-style-type: none"> • Shared Service Centre • Strategic Human Resources • Employee Services • People, Projects and Participation • Talent • Leadership and Organisational Development • Health and Safety
<p>Strategic Human Resources and Occupational Development</p> <ul style="list-style-type: none"> • Human Resources Business Partners • Corporate Human Resources and Change Strategy • Organisational Development 	<p>Finance</p> <ul style="list-style-type: none"> • Section 151 role • Strategic Finance • Financial Control • Revenue and Exchequer Services • Finance Business Partnering • Internal Audit, Counter Fraud, Risk and Insurance • Procurement • Council Tax and Benefits
<p>Finance and Procurement</p> <ul style="list-style-type: none"> • Section 151 role • Corporate Finance • Strategic Finance Business Partners • Internal Audit, Risk, Insurance and Fraud • Strategic Procurement Business Partner 	<p>Property and Commercial Development</p> <ul style="list-style-type: none"> • Programme Management Office and Business Improvement • Facilities Management • Strategic Property • Capital Strategy and School Organisation • Management of Schools Capital
<p>Exchequer Services</p> <ul style="list-style-type: none"> • Benefits • Council Tax and Business Rates • Corporate Debt Recovery 	<p>Business Systems</p> <ul style="list-style-type: none"> • Information Governance and Corporate Systems • Support Centre • Print Services • Unified Communications • Architectural Management • Contract and Supplier Management • Portfolio Management and Business Analysis
<p>Asset Management</p> <ul style="list-style-type: none"> • Corporate and School Premises Management • Transport and Fleet Services • Technical Services (Design and Maintenance) • Health and Safety 	
<p>Business Systems</p> <ul style="list-style-type: none"> • ICT Strategy and Operations • Support Centre • Information Governance • Print Unit 	

The two Councils estimate that the shared service will achieve £4.1million in savings in its first full year (2014/15) rising to £10.6million by 2018/19. Based on these estimates this would make a total saving of around £40million over the next five years. The two Councils should receive a payback on their investment costs in less than a year.

3. Proposed Shared Service Senior Management Structure

3.1 This report recommends to the Joint Committee the establishment of the shared senior management structure to manage the new shared back office support service between the London Boroughs of Havering and Newham. It sets out the proposal for the top management tier of the new joint management structure in respect of the functions that are within the remit of the shared service, including the statutory functions. These functions are:

- Finance Services
- Human Resources and Organisational Development Services
- Legal and Governance Services
- Asset Management Services
- ICT Services
- Transactional & Exchequer Services

3.2 In addition a further function of **Business Services** is proposed. The function will lead on service planning and reviews, service level agreements, performance development, business development, commercialisation and marketing.

3.3 Following the establishment of the senior structure and appointment to those posts, the postholders will lead a further review within their functional area to firstly identify and progress opportunity for early rationalisation of management posts, followed by a more detailed full service review of their function in accordance with the timetable for service reviews outlined in the Business Case for the shared service that has been agreed by both Councils.

3.4 The Joint Committee are asked to approve the appointment to the role of the Managing Director and to agree the Senior Management structure for the new shared service.

The attached appendix 2 shows the proposed structure for the new shared service.

3.5 The appointment to the Managing Director role and restructure of the senior management structure is the first necessary step in creating the new shared service. Rationalising the senior management structure removes roles duplicated across the two Councils to create a shared management team.

4. Rationale for the structure

4.1 There are a number of principles that have been adopted for the target operating model. Firstly, that where possible customer transaction will be self service using

the One Oracle IT platform. This will be particularly evident for transactions relating to Human Resources, Payroll and Finance. Secondly that, where possible, the new service will be designed around process and outcomes, split by strategic, operational and transactional functions. This will allow for efficiencies of scale to be achieved for the highly repeatable volume based transactions, whilst retaining and building our professional services who provide operational and strategic support to our customers. It is expected that the full target operating model will take up to three years to fully implement across all the services in scope, although will be fast tracked where possible to deliver savings whilst ensuring that there is minimal impact on business as usual service delivery.

- 4.2 The operating model and service groupings have been agreed by both Councils as part of the business case.
- 4.3 Operational Finance and Human Resources are included with the strategic functions to ensure that there is capacity to deliver strategic and operational outcomes. The Business Partner model is valued by customers in each authority and is maintained. This ensures that the professional head of function can determine priorities for the service, based on customers needs.
- 4.4 The proposed structure includes a Managing Director and a senior management structure of six Directors and one Assistant Director (for the Business Services function) for each of the operating model service areas.

4.5 Managing Director

It is recommended that the role of Managing Director is appointed with immediate effect. The creation of this role was agreed by both Councils in the Business Case and is essential to lead the shared service in these initial stages and manage the direction and delivery going forward. The role is an amalgamation of elements of the current roles of the Group Director Resources at Havering and Executive Director Resources and Commercial Development at Newham. Given the current broader transformation pressures on both councils neither council can afford to lose their existing Director roles at this time. It was therefore agreed that the Managing Director role will be shared by both the current Directors whilst they both retain their specific responsibilities that fall outside of the Shared Service. Each will remain an employee of their existing Council. The Managing Director job description is attached as Appendix 1 and has been agreed by both Chief Executives. This arrangement will be reviewed at the appropriate time as the shared service matures and the two Councils get to grip with their wider challenges.

4.6 Senior Management

It is proposed that the senior management team is created as follows:

Director of Human Resources/Organisational Development Services – this post will be responsible for leading and managing a joint service. This includes the strategic

and operational human resources function, business partnering, policy development, casework, change implementation, learning and development, organisational development, talent management, employee engagement.

Director of Finance – this post will be responsible for leading and managing a joint service. This includes strategic and operational finance, business partnering, accountancy, treasury management, financial regulations, insurance, procurement, audit and fraud functions.

It is also recognised that there will be a requirement for a Finance Officer to the Joint Committee within the shared service; this will be undertaken by this post.

Director of Legal and Governance – this post will be responsible for leading and managing a joint service. This includes the strategic and operational lead, legal practice, democratic and committee services, electoral and scrutiny functions.

Director of Asset Management Services – this post will be responsible for leading and managing a joint service. This includes construction and technical services, property services, facilities management, education asset management service and health and safety services. In addition the post will manage transport services for Havering.

Director of ICT Services – this post will be responsible for leading and managing a joint service, including the strategic lead, operational and support services, ICT programmes and development, governance and information security.

Director of Exchequer and Transactional Services – this post will be responsible for leading and managing a joint service to deliver transactional services, including payroll, pensions, recruitment, general human resources, finance payments, invoicing and debt collection, bailiff service, NNDR and Council Tax and Benefits

Assistant Director of Business Services - this post will be responsible for business services to the shared service. This will include service transformation and continuous improvement, performance management, customer on boarding, marketing and company services.

5. Summary of current posts and proposed changes

Draft Job Descriptions for the proposed posts are attached as Appendix 3.

Current Posts LBN	No	Current Posts LBH	No	Proposed Posts for Shared Service	No
Executive Director Resources & Commercial Development	0.5	Group Director, Resources (s151)	0.5	Managing Director (shared)	1

HR Deputy Director	2	Head of Service – Human Resources	1	Director of HR & OD Services -1	1
Director - Corporate Finance (s151)	1	Head of Service - Finance	1	Director of Finance	1
Director - Legal & Governance (mon)	1	Head of Service – Legal & Democratic (mon)	1	Director of Legal & Governance	1
Director - Property	1	Head of Service – Property and Assets	1	Director of Asset Management Services	1
Director – ICT	0.5	Head of Service - ICT	0.5	Director of ICT Services	1
		Head of Service – Internal Shared Service	1	Director of Transactional Services	1
				Assistant Director of Business Services	1
Total	6		6		8

5.2 There are currently 12 posts across Newham and Havering. The proposed shared services structure reduces this to 8 posts. This does not include any post reductions from the Managing Director arrangement at this stage. Any future changes at this level would be additional.

5.3 The continuing cost for the remaining Executive Director Newham (0.5) and Group Director Havering (0.5) will be met by each authority from existing budgets.

6. Statutory Functions

6.1 The Director of Financial Services will be the statutory section 151 officer for one authority, and the Director of Legal and Governance Services will be the statutory Monitoring Officer for one authority. This will be for the employing authority of the appointed individual. A post either at the next tier up, or down will be identified to undertake the statutory Section 151 officer role and Monitoring Officer role for each authority where it is not covered by the Director level role.

6.2 There will be a written agreement between the S151 officers to set out how the statutory functions are managed in practice across the whole of the shared service.

7. Financial Costing and Funding Arrangements

It is estimated that the proposed structure will cost £997,000 as compared with existing costs of £1,452,000. This would give rise to a net saving of approximately £455,000 in a full year (£432,000 after deducting pension back funding costs of £23,000). The net savings being equivalent to 30% which is line with the assumptions made in the business case.

These costs are based on costs of existing postholders and/or indicative grades. Final gradings will be based on evaluation of the job descriptions. (pending job evaluation). Actual savings will also be dependant on the individuals appointed. At this stage, variations are not expected to be material.

The figures do not include at this stage any costs to either council from the creation of the Managing Director (MD) role or the savings to each council from any change to their existing structure at Strategic / Group Director level. The costings assume that the costs of the MD role are covered by the sharing of the role from Directors with existing budgets within both organisations. Any savings will be calculated at the time that the decision is made to appoint a single MD.

With an implementation date of 1 April, the estimated savings in year 2014/15 are estimated as £423,000 before any redundancy costs are met. The savings from this restructure will be shared between the two councils on the basis of the agreed funding formula. Any redundancy costs will be met from the two councils existing redundancy provisions again shared on the basis of the funding agreement. These figures are exclusive of any pay awards or other inflationary factors from April 2014 but inclusive of on costs.

8. Implementation

- 8.1 Subject to the Joint Committee agreeing the proposed senior management structure, formal consultation with affected employees and trades unions will commence as soon as possible. Posts at this level are within the purview of the JNC for Chief Officers. Appointments of Chief Officers and Deputy Chief Officers are ordinarily made by a member appointments committee.
- 8.2 The usual appointment process is not practical in the initial stages of setting up the shared service. This is because the Councils relevant change processes apply and there may be posts where there are candidates from both authorities. In these circumstances the process will be as follows:
1. Where there is a competitive process into either a statutory or non statutory role each Council agrees that the Joint Committee will conduct the selection process and make a recommendation to the appropriate Appointing Committee depending on which authority employs the successful candidate.
 2. Where there is a direct slot into a statutory role and this is a **new** appointment, the appointment will be confirmed by the employing Council, in accordance with its procedural rules for such appointments, without any need for further process.
 3. Where there is a direct slot into a Chief Officer or Deputy Chief Officer post, the appointment will be confirmed by the employing Council, in accordance with its procedural rules for such appointments, without any need for further process.
- 8.3 The process will be managed in accordance with the change management procedures for each authority. It is possible that there maybe a need to jointly agree a shared services 'change management protocol' to ensure equity of access

to staff for opportunities that arise in the new structure. It is intended that the new senior management structure will be fully operational with effect from 1st April 2014.

8.4 The high level steps in the process will be:

What	When
Commence formal consultation	January 2014
Identify assimilations and ring fences	February 2014
Conduct selection processes where necessary	March 2014
Senior Managers in post	end March 2014

9. Staff and Trade Union Consultation

9.1 Both authorities have been providing regular updates to staff and trades unions. This includes dedicated intranet pages, email updates, face to face briefings and a regularly updated frequently asked questions page.

9.2 Early consultation with the Trades Unions, through a Joint Consultative Committee has commenced, and regular meetings will take place with regards to the general progress and overall structures of the shared service, with more specific consultation related to each functional service review.

9.3 Formal consultation with regards to the proposed senior management structure and the next tier down will commence shortly, subject to agreement of the senior structure from the Joint Committee.

9.4 The consultation timeframe is subject to statutory regulation. Ordinarily this would be 30 days, however because of the number of change programmes in other areas of the Councils the timeframe is 45 days. We expect that the consultation on this particular restructure can be concluded sooner than 45 days, subject to mutual agreement. Consultation on the next tier down will also commence as soon as possible and in accordance with Change management procedures, particularly in areas that are already under review, or where joint appointments are already in place.

10. 3rd Tier Management Structure

Following appointment to the senior management structure the next step will be for the management team to agree a structure for the next management tier. Some functions are likely to be initially structured as a single borough service, whilst other functions will move quickly to a joint service. This will be determined taking account of delivery of services and savings.

REASONS AND OPTIONS

11. Reasons for the decision:

- 11.1 Both London Boroughs of Newham and Havering have made the decision to set up a Shared Service for support service functions. The rationale for this and detailed programme has previously been agreed.
- 11.2 In order to create a clear, shared senior management structure to deliver savings and provide the necessary leadership and direction to deliver the business case for the shared service it is appropriate to formally agree the senior structure. This structure will enable the service to create the necessary organisational culture to deliver and attract new business.

12. Other options considered:

- 12.1 Consideration has been given to other possible senior structures, this has included whether there is a need for an additional Director role for Exchequer services. However, this was rejected on the basis that the proposed structure delivers higher savings, the work is highly transactional and that the role can be effectively combined with the Transactional function.

IMPLICATIONS AND RISKS

13. Financial implications and risks:

- 13.1 These proposals give rise to a net saving of approximately £455,000 in a full year (£432,000 after deducting pension back funding costs of £23,000). The net savings being equivalent to 30% which is line with the assumptions made in the business case.
- 13.2 These costs are based on costs of existing postholders and/or indicative grades. Final gradings will be based on evaluation of the job descriptions. (pending job evaluation). Actual savings will also be dependant on the individuals appointed. At this stage, variations are not expected to be material.
- 13.3 If the implementation of the structure is delayed, this would have an impact on the ability to achieve the savings.

14. Legal implications and risks:

- 14.1 Consultation on the proposals will need to fulfil the requirements of both Councils managing organisational change and redundancy policies, relevant associated guidance and, due to the scale of changes taking place across the Council, the statutory consultation provisions in the Trade Union and Labour Relations (Consolidation) Act 1992. It will not be possible to make final decisions on the proposals until after the statutory consultation process has ended for any particular proposal. Implementation of the proposals will need to be carried out in accordance with both Council's policies on assimilations and selection for redundancy.

15. Human Resources implications and risks:

- 15.1 The consultation and subsequent implementation will be managed in accordance with both Council's managing organisational change and redundancy policies and relevant associated guidance. This will include the consideration of voluntary redundancy or early retirement where there are more people than posts.
- 15.2 Efforts will be made to identify suitable redeployment opportunities for any staff that remain displaced following the completion of assimilation, ring-fencing and selection processes. There is a risk that some staff may not be assimilated into the new structure or may be unsuccessful in applying for roles in the new structure or for whom no ring-fence has currently been identified. If this occurs and they are not redeployed elsewhere within the shared service, or within their employing Council, this will give rise to redundancy.

16. Equalities implications and risks:

- 16.1 An initial Equality Analysis was completed and submitted with the Business Case to each authority. This set out mitigations that are in place to manage any potential equality issues. The procedures that will be applied to manage the change processes are fully compliant with best practice and equalities legislation and should provide confidence that these matters are addressed appropriately. A further equalities analysis will be completed following appointment to the senior management structure and will be considered by the shared services management team.

BACKGROUND PAPERS

Reports to Cabinet meetings dated 20.11.13 for the London Borough of Havering, and 21.11.13 for the London Borough of Newham.

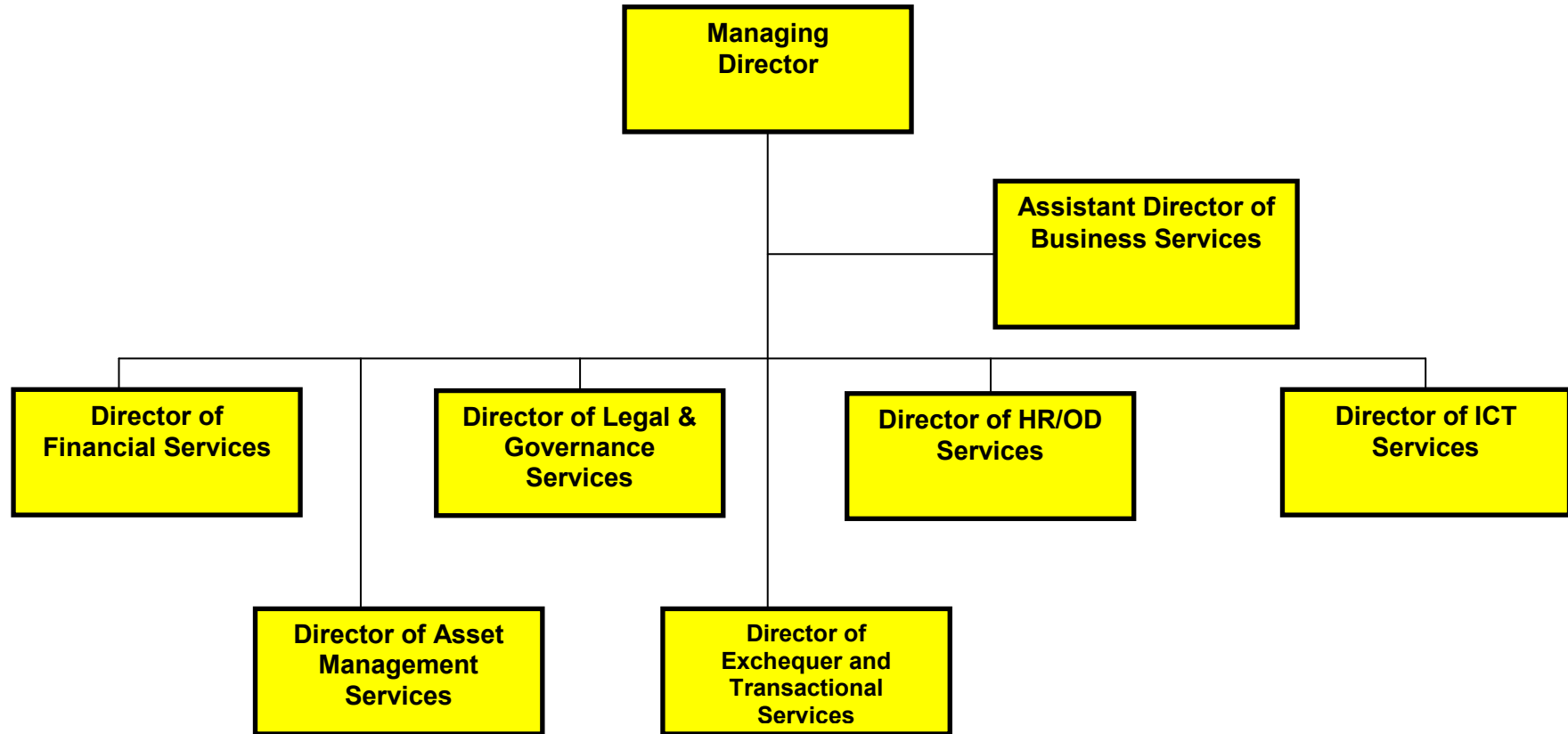
Managing Director

Grade

Location – Newham or Havering. The post holder must be flexible and work across sites in both councils.

Accountable to:	The Joint Committee and managerially to the Chief Executive of each partner council.
Accountable for:	Leadership, development and growth of a high performing shared service provision to partner Councils and customers, and the provision of all services, including those statutory functions delivered by the shared service.
Job Purpose:	<ul style="list-style-type: none"> • Provide strategic direction and leadership to oneSource ensuring the delivery of policy priorities for partner Councils • Promote the brand, culture, identity and ethos of oneSource • Expand, develop and promote oneSource by attracting and cultivating new business • Build trusted relationships and deliver on oneSource promises and business plan • Undertake such statutory functions as required by partner Councils, in accordance with the provisions of the Local Government Act 1972 and subsequent provisions
Specific Responsibilities	<ol style="list-style-type: none"> 1. Strategic responsibility for all functions and activities within oneSource and personal accountability for the management and delivery of these services to partner Councils and customers 2. Delivery of the annual business plan as agreed with the Joint Committee 3. Provision of clear leadership and direction on the development and implementation of oneSource. Drive forward service improvements and cultural change that ensures a clear sense of ambition, direction and purpose. 4. Provide strong and visible leadership in the integration of new customers, being aware of differences in organisational cultures and perceptions that can

	<p>jeopardise co-operation</p> <ol style="list-style-type: none"> 5. Act as 'champion' for oneSource with passion and conviction to all audiences and at all times ensuring that all partners and customers receive the same level of commitment and support in achieving it's aims and service priorities 6. Transformation of oneSource service offering developing an innovative, commercial business model and culture, guiding the business into the future with planned growth 7. Deliver the oneSource business case, income and savings targets reporting performance outcomes to the Joint Committee 8. Enable and ensure the efficient corporate management of oneSource to achieve the aims and objectives of oneSource and partner Councils 9. Ensure the effective governance advice to partner Councils and the legality, probity, integrity, proper public accountability and scrutiny of their decision making processes. Support the statutory officers in the discharge of their responsibilities. 10. Lead and develop the oneSource management team; holding them accountable for the delivery of their service plans and agreed performance 11. Promote and ensure a culture of excellence underpinned by performance management systems that manage, develop, monitor, evaluate and review performance of the oneSource service 12. Demonstrate an open commitment to actively celebrate diversity, promote social inclusion and community cohesion. 13. Ensure management information, financial and other performance information is provided on time and presented effectively to the Joint Committee, partner councils, customer websites and other media as appropriate 14. Develop and produce a marketing strategy for oneSource 15. Generate business, leverage resources and achieve growth to produce a surplus in the Council partner organisations 16. Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.
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Director of Financial Services**Grade**

Location – Newham or Havering. The post holder must be flexible and work across sites in both councils.

Accountable to:	The Managing Director.
Accountable for:	Finance Internal Audit, Risk, Insurance and Fraud Procurement
Job Purpose:	<ul style="list-style-type: none"> • To work as part of the Senior Management team, reporting to the Managing Director, providing strategic direction and leadership to oneSource ensuring the delivery of policy priorities for partner Councils. • Provide strategic leadership and delivery of effective and professional financial, procurement and audit services • Ensure the Councils statutory obligations and responsibilities are fulfilled under the terms of the Accounts and Audit Regulations, S114 (financial duty) and S151 and to act as the Statutory Officer for either LBN or LBH • Embed a culture of risk management ensuring there is a proficient Audit Function and effective insurance and fraud service • Deliver a clear policy focus on building personal, financial and community resilience across activities and provision, with an emphasis on integration, transformation and innovation
Specific Responsibilities	<ol style="list-style-type: none"> 1. Lead on business and financial strategy planning for the partner Council's and oneSource, providing corporate financial services including Treasury and Pension Fund Management 2. To be either LBN or LBH Council's Statutory Officer with responsibility for the administration of the Council's financial affairs under S151 of the Local Government Act 1972 and to carry out duties required by S114 of the Local Government Finance act 1988. 3. Ensure functions, activities and provision are driven by quality, value for money and reflect the highest professional standards 4. To support the implementation of the partner Council's policy development and delivery through the strategic role of financial services and lead and support corporate projects and initiatives across the Councils.

	<ol style="list-style-type: none"> 5. To identify and develop innovative funding solutions to assist in delivering partner Council and oneSource priorities. 6. Develop good working relationships with government departments, GLA, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub regional strategies to maximise opportunities for oneSource and partner Councils. 7. Responsible for: <ul style="list-style-type: none"> - effective procurement strategy and services, ensuring all statutory obligations are met - risk management and insurance - Internal Audit, ensuring a robust approach to fraud 8. Ensure charging strategies and policies for services across oneSource and partner Council's are fair and consistent, in line with policy and strategy. 9. Ensure that effective multi-functional working across oneSource and partner Council's is developed and maintained in order to meet customers' needs and achieve the partner Council's overall objectives. 10. Develop and maintain effective systems for performance and quality management, setting performance targets and delivering on those set for the service and oneSource. 11. Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.
<p>oneSource Corporate Critical Success Factors</p>	<ul style="list-style-type: none"> • Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money • Anticipates different customer needs – delivering a customer focused shared service which is a cultural 'fit', is flexible and proactive in approach • Delivers a resilient business, which continuously improves and innovates with healthy revenue streams • Operates an ethos of joint working and operates across the board regardless of location • Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this • Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve • Invests in people and skills to deliver a sustainable business

	<ul style="list-style-type: none"> Provides a transactional service that is multi-channelled, face to face, local and nationwide
General	<p>oneSource is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work.</p> <p>Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately</p>

Person Specification

<p>Able to demonstrate and evidence a highly developed Competence in:</p>	<ul style="list-style-type: none"> People management including, motivation, performance and capability Strategic leadership in the provision of functions within the Shared Service Service improvement, maximising efficiency and new delivery models for the functions within the shared service Running major operations or service provision Leading, managing and delivering transformational change in a complex organisation
<p>Able to demonstrate and evidence Knowledge and experience in:</p>	<ul style="list-style-type: none"> Substantial and demonstrable senior experience in accountancy in a multi disciplined organisation. Must hold a full Accountancy Qualification The ability to set the strategic direction of Finance and procurement drawing up the overarching strategy for both Councils and delivering the service plans, with and through partners. Comprehensive understanding of the audit function both internal and external
<p>Behaviours and personal qualities</p>	<ul style="list-style-type: none"> A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales. A corporate team player, highly motivated and resilient. A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity. Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.

	Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.
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Director of Asset Management

Grade

Location – Newham or Havering. The post holder must be flexible and work across sites in both councils.

Accountable to:	The Managing Director.
Accountable for:	<p>Technical Services Health & Safety Corporate Schools Premises Management Facilities Management Transport and Fleet Services (LBH)</p>
Job Purpose:	<ul style="list-style-type: none"> • To work as part of the Senior Management team, reporting to the Managing Director, providing strategic direction and leadership to oneSource ensuring the delivery of policy priorities for partner Councils. • To provide the strategic leadership for, and management of a range of services relating to the planning, procurement, maintenance, management and disposal of fixed assets to support the delivery of Council's services, ensuring the necessary contribution to council plans and objectives. • To manage the Assets of oneSource and partner Councils, including development of strategy, business planning activities, development of the Service Plan, and be responsible for the delivery of asset management services functions across all of oneSource, partner organisations and respective Councils. To be responsible for customer relationships, and engagement management for asset management services. • Corporate responsibility for ensuring the health and safety of Council functions, facilities and services, including staff and the broader public, ensuring corporate compliance with statutory responsibilities
Specific Responsibilities	<ol style="list-style-type: none"> 1. To lead, develop and implement an efficient Asset Management service delivering cost and efficiency savings for customers and collaborative opportunities with partners, in relation to premises management, health and safety, facilities management, developing an approach that is effective, efficient and good value. 2. Agree and monitor revenue and capital budgets necessary to deliver services, projects and Service Plan objectives, Identifying scope for service economies, income maximisation or other financial benefits. 3. Identify and progress opportunities for further partnership

	<p>working and shared service arrangements with public, private and voluntary sectors.</p> <ol style="list-style-type: none"> 4. Monitor the external environment and respond to legislative, regulatory technological and economic changes affecting the service. 5. To provide strategic advise on property/fixed assets and oversee the strategic and operational management of the oneSource and partner Councils non-housing assets (i.e. operational, investment premises including the schools portfolio. 6. Ensure that property and facilities management services are delivered effectively to partner Councils via the Corporate Landlord model and investment priorities are identified and addressed. 7. Ensure that facilities and related FM services are suitably organised and reviewed to deliver partner Councils priorities in a cost-effective manner. 8. Oversee the delivery of the Corporate Health & Safety function for partner Councils. 9. Ensure that Transport Services (Passenger Transport, Fleet Management and Maintenance) are delivered effectively any to corporate partner Council's requirements.(?) 10. Ensure that external opportunities for traded services are maximised by the provision of quality, cost-effective services, supported by appropriate marketing. 11. Ensure that all services provided by this post are actively reviewed as to the 'right source' option for their future delivery - that will cover options of outsourcing, co-sourcing or in sourcing to ensure the most effective and efficient delivery method has been chosen.
<p>oneSource Corporate Critical Success Factors</p>	<ul style="list-style-type: none"> • Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money • Anticipates different customer needs – delivering a customer focused shared service which is a cultural 'fit', is flexible and proactive in approach • Delivers a resilient business, which continuously improves and innovates with healthy revenue streams • Operates an ethos of joint working and operates across the board regardless of location • Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this • Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve

	<ul style="list-style-type: none"> • Invests in people and skills to deliver a sustainable business • Provides a transactional service that is multi-channelled, face to face, local and nationwide
General	<ul style="list-style-type: none"> • OneSource is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work. • Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately

Person Specification

Able to demonstrate and evidence a highly developed Competence in:	<ul style="list-style-type: none"> • People management including, motivation, performance and capability • Strategic leadership in the provision of functions within the Shared Service • Service improvement, maximising efficiency and new delivery models for the functions within the shared service • Running major operations or service provision • Leading, managing and delivering transformational change in a complex organisation.
Able to demonstrate and evidence Knowledge and experience in:	<ul style="list-style-type: none"> • A significant understanding of the workings of local government and the challenges being set by the new government agenda along with the financial, legal and political context of local government • The ability to set the strategic direction for asset management, drawing up an overarching strategy for the service and the necessary supporting plans for delivery • Enhanced commercial awareness, effective negotiator and experienced in managing/ negotiating contracts. • Suitable knowledge of the external market/private and voluntary sectors and experience in the procurement, engagement and contract management of services Previous experience in the management of traded services and trading accounts
Behaviours and personal qualities	<ul style="list-style-type: none"> • A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales. • A corporate team player, highly motivated and

	<p>resilient.</p> <ul style="list-style-type: none">• A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity.• Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.• Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.
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Director of Legal and Governance Services

Grade

Location – Newham or Havering. The post holder must be flexible and work across sites in both councils.

Accountable to:	The Managing Director.
Accountable for:	Legal Democratic Services Member and Electoral Services
Job Purpose:	<ul style="list-style-type: none"> • To work as part of the Senior Management team, reporting to the Managing Director, providing strategic direction and leadership to oneSource ensuring the delivery of policy priorities for partner Councils. • To be the Monitoring Officer for either London Borough of Havering or London Borough of Newham, ensuring that the Council’s statutory obligations and responsibilities are fulfilled under the terms of the Constitution and Legislative Statutory Regulations and relevant codes of conduct. • Lead the provision of Legal and Governance Services for partner Councils and oneSource. • Provide business focused and strategic leadership to oneSource and develop a marketable shared Legal and Governance Service Model which can be offered to other Boroughs and Public and Private Sector organisations.
Specific Responsibilities	<ol style="list-style-type: none"> 1. To have strategic responsibility for the delivery of a portfolio of activities and provision within Legal and Democratic functions falling within both Councils as appropriate including: Legal, Committees and Partnerships, Scrutiny and Electoral Services. 2. To lead the delivery and transformation of Legal and Governance functions, to ensure the provision of professional legal advice and support to partner Councils and customers. Enabling the delivery of policy decisions and priorities of each Council ensuring functions are commercially sound with robust business systems and processes. 3. Ensure high quality legal and procedural advice is provided at all stages of the partner Council’s decision making and ensure that a strong corporate governance culture is achieved with decision making by members meeting the highest standards of ethical and corporate governance. 4. Ensure the creation of a robust and proactive officer governance culture within partner Council’s with sound practice and systems for supporting member decision making. Develop the corporate framework to ensure the

	<p>maintenance of probity, good governance and the enforcement and review of policies within the democratic process.</p> <ol style="list-style-type: none">5. Lead the partner Council's strategic response to ensuring that it meets current and future requirements to publish data on its activities and be proactive in developing systems to achieve the optimisation of transparency in relation to the Council's activities and that the information provided is robust, accurate and resilient.6. Ensure that support services to elected Members are delivered to the highest quality and professional standards.7. Lead and direct the implementation of each Council's elections in close partnership with District and Borough Councils.8. Act as Head of Profession for the provision of legal services to the partner Councils to provide direction, leadership and guidance to staff in the Legal Services function and ensure the improvement and implementation of standards across partner Councils and partner organisations.9. Ensure that the partner Councils are provided with the best legal advice, that legal services are effectively managed and that legal advice is appropriate to ensure propriety of decision making.10. Ensure that all services provided by this post are actively reviewed as to the 'right source' option for their future delivery - that will cover options of outsourcing, co-sourcing or insourcing to ensure the most effective and efficient delivery method has been chosen.11. Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.
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<p>One Source Corporate Critical Success Factors</p>	<ul style="list-style-type: none"> • Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money • Anticipates different customer needs – delivering a customer focused shared service which is a cultural ‘fit’, is flexible and proactive in approach • Delivers a resilient business, which continuously improves and innovates with healthy revenue streams • Operates an ethos of joint working and operates across the board regardless of location • Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this • Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve • Invests in people and skills to deliver a sustainable business • Provides a transactional service that is multi-channelled, face to face, local and nationwide
<p>General</p>	<ul style="list-style-type: none"> • oneSource is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work. • Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately

Person Specification

<p>Able to demonstrate and evidence a highly developed Competence in:</p>	<ul style="list-style-type: none"> • People management including, motivation, performance and capability • Strategic leadership in the provision of functions within the Shared Service • Service improvement, maximising efficiency and new delivery models for the functions within the shared service • Running major operations or service provision • Leading, managing and delivering transformational change in a complex organisation
<p>Able to demonstrate and evidence Knowledge and experience in:</p>	<ul style="list-style-type: none"> • A significant understanding of the workings of local government and the challenges being set by the new local government agenda along with the financial, legal and political context of local government. • The ability to set the strategic direction of Legal and Governance Services, drawing up the overarching

	<p>strategy for the service and the necessary supporting plans for delivery, with and through partners.</p> <ul style="list-style-type: none"> • Detailed knowledge of local government powers and duties and at least one of the following areas of law, civil litigation, procurement & contract, planning, development. • A qualified solicitor holding a valid practicing certificate issued by the Solicitors Regulation Authority with at least 3 years PQE
<p>Behaviours and personal qualities</p>	<ul style="list-style-type: none"> • A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales. • A corporate team player, highly motivated and resilient. • A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity. • Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences. • Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.

Director of Exchequer and Transactional Services

Grade

Location – Newham or Havering. The post holder must be flexible and work across sites in both councils.

Accountable to:	The Managing Director.
Accountable for:	<p>Transactional HR Payroll and Pensions Transactional Finance Transactional Procurement Benefits Council Tax and Business Rates Corporate Debt Recovery</p>
Job Purpose:	<ul style="list-style-type: none"> • To work as part of the Senior Management team, reporting to the Managing Director, providing strategic direction and leadership to oneSource ensuring the delivery of policy priorities for partner Councils. • To provide strategic leadership and management accountability for the transformation of internal and external transactional services through better use of technology, standardisation and simplification of processes. The role will be responsible for ensuring proper end user engagement with our customers in the design and delivery of transactional services and will be responsible for embedding manager self service solutions. • To manage the internal and external Transactional service functions and activities, including development of strategy, business planning activities, development of the Service Plan, and be responsible for the delivery of internal transactional functions across all of oneSource, partner organisations and respective Councils. To be responsible for customer relationships, and engagement management for internal transactional services. • Ensure that the partner Councils have a robust debt collection and benefits strategy, which maximises the collection of revenue income which is due.
Specific Responsibilities	<ol style="list-style-type: none"> 1. To lead, develop and implement an efficient Internal and external transactional service delivering cost and efficiency savings for customers and collaborative opportunities with partners, in relation to transactional human resources, payroll, pensions, transactional procurement and finance, benefits, council tax and business rates and corporate debt – developing a one system approach that is effective, efficient and good value. 2. Responsible for ensuring statutory requirements are fully implemented for all areas of Revenues and Benefits and

for the management of an efficient and effective relationship between Revenues & Benefits Services and Customer Services for partner Councils.

3. Responsible for the Corporate Debt Management function and for maintaining effective debt management strategy for the partner Council's.
4. Responsible for the efficient collection of local taxation revenues and for ensuring all legal and statutory requirements are in place for services, balancing customer needs with ensuring the Council's achieve their appropriate service standards.
5. Identifying, securing and delivering income opportunities from an Internal Transactional strategy and further positive collaborative relationships with partners and suppliers.
6. To work across functional boundaries with key stakeholders in both the strategy design and in the operational delivery of the partner Council's services. This will require an understanding of the needs of the different stakeholders and how this can be translated into efficient and effective, end-to-end transactional practices.
7. To develop and implement a robust performance improvement programme delivering improved outcomes for customers and the creation of a best in class transactional services offering to existing councils and new customers
8. To lead, direct and develop the day-to-day provision of internal and external transactional services to all customers, internal and external, and to deliver operational excellence through the management, development and motivation of employees to ensure the optimum quality and value provision of services for the organisation and all customers.
9. To provide leadership and direction for the internal and external transaction service by communication of oneSource vision, objectives and values , to delegate responsibility and authority to the team to deliver the agreed service objectives and to promote and maintain a culture of collaborative and consultative working with customers, service users, and partners in order to optimise efficiencies and effectiveness. To identify areas where the team can lead or support strategic goals and improve organisational effectiveness, efficiency and performance.
10. To develop and implement service plans ,policies and guidelines, business re-engineering of process, and process improvement including cultural transformation initiatives that fully meet internal and external customers needs in line with the shared services approach.
11. To continuously research and develop services, ensuring a thorough knowledge and understanding and interpreting of legislation, local government policies and changing work practices in the public sector, in order to anticipate and

	<p>react to the implications for the partner Councils and wider oneSource strategy.</p> <p>12. Contribute to the overall management of governance issues, including risk, ensuring that lines of accountability within the service are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, financial, virtual and intellectual resources of oneSource.</p> <p>13. Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.</p>
oneSource Corporate Critical Success Factors	<ul style="list-style-type: none"> • Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money • Anticipates different customer needs – delivering a customer focused shared service which is a cultural ‘fit’, is flexible and proactive in approach • Delivers a resilient business, which continuously improves and innovates with healthy revenue streams • Operates an ethos of joint working and operates across the board regardless of location • Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this • Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve • Invests in people and skills to deliver a sustainable business • Provides a transactional service that is multi-channelled, face to face, local and nationwide
General	<ul style="list-style-type: none"> • oneSource is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work. • Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately.

Person Specification

Able to demonstrate and evidence a highly developed	<ul style="list-style-type: none"> • People management including, motivation, performance and capability • Strategic leadership in the provision of functions within the
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Competence in:	<p>Shared Service</p> <ul style="list-style-type: none"> • Service improvement, maximising efficiency and new delivery models for the functions within the shared service • Running major operations or service provision • Leading, managing and delivering transformational change in a complex organisation
Able to demonstrate and evidence Knowledge and experience in:	<ul style="list-style-type: none"> • A significant understanding of the workings of local government and the challenges being set by the new local government agenda along with the financial, legal and political context of local government. • The ability to set the strategic direction of Internal Shared Services, drawing up the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners. • A relevant professional qualification in any one of the specified service areas and substantial management experience of managing a large revenues and benefits service and managing staff at a senior level.
Behaviours and personal qualities	<ul style="list-style-type: none"> • A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales. • A corporate team player, highly motivated and resilient. • A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity. • Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences. • Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.

Director of HR/OD

Grade

Location – Newham or Havering. The post holder must be flexible and work across sites in both councils.

Accountable to:	The Managing Director.
Accountable for:	Operational and Strategic HR Organisational Development
Job Purpose:	<ul style="list-style-type: none"> • To work as part of the Senior Management team, reporting to the Managing Director, providing strategic direction and leadership to oneSource ensuring the delivery of policy priorities for partner Councils. • Responsible for the development of HR strategy, policy and practice and managing the delivery of Human Resource and People Management services for partner Councils and oneSource. • Lead and manage the strategic Human Resources function, including business partnering and operational HR functions for partner Councils and oneSource providing a flexible, solution focused HR service that provides expert HR advice and support to different customers with different organisational cultures. • To lead, develop and implement the Organisational Development strategy, Performance management processes and talent management strategies for oneSource, partner Councils and customers.
Specific Responsibilities	<p>12. To provide leadership and strategic direction to deliver HR/OD related activities across the partner Councils, ensuring the highest standards and professional practice to protect the Council's from unnecessary litigation.</p> <p>13. To ensure strategic HR advice and support delivers effective employee relations, performance management, learning and development, workforce planning, employment policy and procedures and workforce diversity policy and practice.</p> <p>14. To lead the Organisational Development Strategy and Change Management related activities with the senior management team of partner Council's to maximise employee engagement and the potential of the workforce</p> <p>15. To ensure that the HR policies and strategy are aligned to deliver organisational priorities and objectives and promote best practice and are fully compliant with employment legislation.</p> <p>16. Deliver a customer focussed HR service, engaging with customers and service managers to understand priorities</p>

	<p>and objectives, and align resources to deliver.</p> <p>17. Recommend and implement HR delivery systems that will enhance efficiency and contribute to oneSource and partner Council's future growth.</p> <p>18. Assess overall current HR practices, identify areas for enhancement, and develop a business plan/course of action to address them.</p> <p>19. Provide learning, training and/or facilitation services as needed to promote People related, individual and group development through a variety of interventions and assessments.</p> <p>20. To provide professional HR advice and support to the HR transactional services functions within the Shared Service as required.</p> <p>21. Act as the Councils single point of contact for all external partners/bodies on HR/OD related issues</p> <p>22. Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.</p>
<p>One Source Corporate Critical Success Factors</p>	<ul style="list-style-type: none"> • Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money • Anticipates different customer needs – delivering a customer focused shared service which is a cultural 'fit', is flexible and proactive in approach • Delivers a resilient business, which continuously improves and innovates with healthy revenue streams • Operates an ethos of joint working and operates across the board regardless of location • Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this • Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve • Invests in people and skills to deliver a sustainable business • Provides a transactional service that is multi-channelled, face to face, local and nationwide
<p>General</p>	<ul style="list-style-type: none"> • One Source is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work. • Adherence to Health and Safety requirements and proper

	risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately
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Person Specification

Able to demonstrate and evidence a highly developed Competence in:	<ul style="list-style-type: none"> • People management including, motivation, performance and capability • Strategic leadership in the provision of functions within the Shared Service • Service improvement, maximising efficiency and new delivery models for the functions within the shared service • Running major operations or service provision • Leading, managing and delivering transformational change in a complex organisation
Able to demonstrate and evidence Knowledge and experience in:	<ul style="list-style-type: none"> • In depth knowledge of HR/OD practice • A significant understanding of the workings of local government and the challenges being set by the new local government agenda along with the financial, legal and political context of local government • The ability to set the strategic people management direction for both Councils, drawing up the overarching strategy for OneSource and the necessary supporting plans for delivery, with and through partners • CIPD qualified or equivalent and have significant management experience of delivering HR/OD services in a diverse, unionised, organisation
Behaviours and personal qualities	<ul style="list-style-type: none"> • A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales. • A corporate team player, highly motivated and resilient. • A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity. • Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences. • Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.

Director of ICT

Grade

Location – Newham or Havering. The post holder must be flexible and work across sites in both councils.

Accountable to:	The Managing Director.
Accountable for:	ICT ICT Strategy and Operations Information Governance
Job Purpose:	<ul style="list-style-type: none">• To work as part of the Senior Management team, reporting to the Managing Director, providing strategic direction and leadership to oneSource ensuring the delivery of policy priorities for partner Councils.• Lead, direct and commission the resources required to provide an efficient and cost-effective corporate Information & Communication Technology (ICT) service which is responsive to changing business requirements, maximises ICT market opportunities and achieves resilient, sustainable and cost effective solutions.• Develop and implement a corporate approach to the design and delivery of ICT solutions for services, minimising duplication of software systems and maximising the use of both council's infrastructures. Ensure the development of manager self support fully utilising the capacity of One Oracle and other corporate systems.• Develop service strategies and design ICT solutions to provide responsive and flexible ICT services, leading and innovating on transformation through technology initiatives.
Specific Responsibilities	<ol style="list-style-type: none">14. Effective strategic direction, leadership and governance of all aspects of ICT to the partner Council's corporate management team and members, enabling the effective delivery of the corporate plan objectives and business plans.15. The development and delivery of the Council's ICT strategies and governance arrangements to ensure resources invested in ICT provide improvements to services and value for money.16. To be accountable for the delivery, continuity, information security, risk management and effective support of the partner Council's ICT infrastructure and systems.17. To procure external partnership and supplier arrangements to support the delivery of the partner

	<p>Council's ICT strategy and to effectively manage third party relationships to ensure that service quality, standards and targets are achieved.</p> <p>18. To promote awareness and best practice in all aspects of information governance and management, developing and implementing corporate policies and procedures to provide a framework for the efficient management and use of information and knowledge assets, in line with legal requirements.</p> <p>19. To oversee the organisation's Data Protection, Freedom of Information and access to Environmental Information activity, in line with legislative requirements, implementing clear and robust information and data handling standards and procedures, monitoring and enforcing compliance across the organisation.</p> <p>20. Ensure that all services provided by this post are actively reviewed as to the 'right source' option for their future delivery - that will cover options of outsourcing, co-sourcing or insourcing to ensure the most effective and efficient delivery method has been chosen.</p> <p>21. Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.</p>
<p>oneSource Corporate Critical Success Factors</p>	<ul style="list-style-type: none"> • Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money • Anticipates different customer needs – delivering a customer focused shared service which is a cultural 'fit', is flexible and proactive in approach • Delivers a resilient business, which continuously improves and innovates with healthy revenue streams • Operates an ethos of joint working and operates across the board regardless of location • Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this • Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve • Invests in people and skills to deliver a sustainable business • Provides a transactional service that is multi-channelled, face to face, local and nationwide
<p>General</p>	<p>oneSource is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work.</p>

	<p>Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately</p>
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Assistant Director of Business Services

Grade

Location – Newham or Havering. The post holder must be flexible and work across sites in both councils.

Accountable to:	The Managing Director.
Accountable for:	Business Improvement and Transformation Quality Assurance and Improvement Business Development
Job Purpose:	<ul style="list-style-type: none"> • To work as part of the Senior Management team, reporting to the Managing Director, providing strategic direction and leadership to oneSource ensuring the delivery of policy priorities for partner Councils. • Lead the provision of business services, development of service level agreements, performance management and improvement for partner Councils and oneSource. • To attract other Councils, Public and Third Sector organisations as customers to the new shared service, to generate additional income streams and creating expertise and specialism within the new service, leading to a marketable business.
Specific Responsibilities	<p>23. Responsible for developing Service Plans, reviewing performance of Shared Services functions against Service Level Agreements for partner Councils and oneSource.</p> <p>24. Develop a creative, innovative and flexible business model to allow for future business growth, business transformation and improvement.</p> <p>25. Ensure a continued improvement to the Customer experience, utilising best business practice and the latest technology wherever appropriate.</p> <p>26. To support the delivery of partner Council's policy through business strategy, delivery of corporate projects and initiatives, including the identification of funding solutions to assist in delivering partner Council and oneSource priorities..</p> <p>27. Develop good working relationships with government departments, GLA, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub regional strategies to maximise opportunities for oneSource and partner Councils.</p> <p>28. Provide opportunities to assist other public sector organisations to be more efficient, either as a customer, partner or by sharing what oneSource has achieved.</p>

	<p>29. Ensure that effective multi-functional working across the oneSource and the partner Council's is developed and maintained in order to meet customers' needs and achieve the partner Council's overall objectives.</p> <p>30. Develop and maintain effective systems for performance and quality management, setting performance targets and delivering on those set for the service and oneSource.</p> <p>31. Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.</p>
oneSource Corporate Critical Success Factors	<ul style="list-style-type: none"> • Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money • Anticipates different customer needs – delivering a customer focused shared service which is a cultural 'fit', is flexible and proactive in approach • Delivers a resilient business, which continuously improves and innovates with healthy revenue streams • Operates an ethos of joint working and operates across the board regardless of location • Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this • Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve • Invests in people and skills to deliver a sustainable business • Provides a transactional service that is multi-channelled, face to face, local and nationwide
General	<ul style="list-style-type: none"> • oneSource is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work. • Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately

Person Specification

Able to demonstrate and evidence a	<ul style="list-style-type: none"> • People management including, motivation, performance and capability
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<p>highly developed Competence in:</p>	<ul style="list-style-type: none"> • Strategic leadership in the provision of functions within the Shared Service • Service improvement, maximising efficiency and new delivery models for the functions within the shared service • Running major operations or service provision • Leading, managing and delivering transformational change in a complex organisation
<p>Able to demonstrate and evidence Knowledge and experience in:</p>	<ul style="list-style-type: none"> • Improving services, reviewing systems and processes and delivering high quality performance management. • A proven track record in growing accounts and winning new business. • Excellent sector knowledge of Councils, Public and Third Sector Organisations. • A significant understanding of the workings of local government and the challenges being set by the new local government agenda along with the financial, legal and political context of local government. • The ability to set the strategic direction of Business Services, drawing up the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.
<p>Behaviours and personal qualities</p>	<ul style="list-style-type: none"> • A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales. • A corporate team player, highly motivated and resilient. • A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity. • Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences. • Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.

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