



MINUTES OF AN EXTRAORDINARY MEETING OF THE COUNCIL OF THE LONDON BOROUGH OF HAVERING Council Chamber - Town Hall 22 October 2014 (7.30 - 10.05 pm)

Present: The Mayor (Councillor Linda Trew) in the Chair.

Councillors June Alexander, Clarence Barrett, Robert Benham, Ray Best, Wendy Brice-Thompson, Michael Deon Burton, Joshua Chapman, John Crowder, Philippa Crowder, Keith Darvill, Meg Davis, Osman Dervish, Nic Dodin, Alex Donald, David Durant, Brian Eagling, Gillian Ford, Jason Frost, Jody Ganly, John Glanville, Linda Hawthorn, David Johnson, Steven Kelly, Phil Martin*, Barbara Matthews, Robby Misir, Ray Morgon, Barry Mugglestone, Stephanie Nunn, Ron Ower, Garry Pain, Dilip Patel, Viddy Persaud, Roger Ramsey, Keith Roberts, Patricia Rumble*, Carol Smith, Frederick Thompson, Melvin Wallace, Lawrence Webb, Roger Westwood, Damian White, Michael White, Reg Whitney, Julie Wilkes, Graham Williamson, Darren Wise and John Wood.

*- Part of meeting

Approximately ten Members' guests and members of the public were present. One representative of the press was also present.

Apologies were received for the absence of Councillors Philip Hyde, John Mylod, Jeffrey Tucker, Linda Van den Hende and Ian de Wulverton.

The Mayor advised Members and the public of action to be taken in the event of emergency evacuation of the Town Hall becoming necessary.

The Mayor's Chaplain, Reverend David Hague of The Church of the Good Shepherd, Collier Row opened the meeting with prayers.

The meeting closed with the singing of the national anthem.

43 **DISCLOSURE OF PECUNIARY INTERESTS (agenda item 3)**

All Members present at the start of the meeting were deemed to have disclosed a pecuniary interest in agenda item 8 – Special Responsibility Allowances on the grounds that they were in receipt of a Member's Allowance.

44 **ANNOUNCEMENTS BY THE MAYOR, BY THE LEADER OF THE COUNCIL OR BY THE CHIEF EXECUTIVE (agenda item 4)**

The Leader of the Council confirmed that a coalition had been formed between the Conservative and East Havering Residents' Groups which would allow greater certainty of decision making. The Leader was however still determined to work with other Groups on the Council, wherever this was possible.

Councillor Clarence Barrett had joined the Cabinet as the Member for financial management. This would cover year in year spend, outturn, forecasting, delivery of savings targets, pensions, audit and risk management.

Councillor Ron Ower had joined the Cabinet as the Member for oneSource and the Housing Development Company. This would cover governance, Member development, oneSource, elections and legal & democratic services.

The Leader of the Council would retain responsibility for strategic policy, strategic financial planning, human resources & workforce issues and communications.

These changes would, in a very difficult financial climate, give the Council a strong base from which to make changes. The Leader reiterated that other Groups would still be consulted before decisions were published and efforts would be made to reach a consensus if possible.

As Councillor Ower had resigned the position of Vice-Chairman of Regulatory Services Committee on joining the Cabinet, it was necessary to elect a new Vice-Chairman of the Regulatory Services Committee. Councillor Ray Best was nominated to the position by the Administration and Councillor Stephanie Nunn was nominated to the position by the Residents' Group.

Councillor Best was **ELECTED** to the position by 28 votes to 19 (see division 1) and it was **RESOLVED**:

That Councillor Ray Best be appointed as Vice-Chairman of the Regulatory Services Committee.

45 MOVING TRAFFIC CONTRAVENTIONS (agenda item 5)

A report of the Governance Committee asked Council to agree the adoption of moving traffic contraventions within Havering. These were a series of regulations including banned right, left or U turns, no vehicle entry, no stopping box junctions and vehicle type access restrictions.

Signage would be placed at the entrance points to the borough advising of the measures adopted as well as in key locations where the civil parking enforcement would take place.

If Council resolved to adopt the provisions, a further report on the operational aspects of the enforcement would be submitted to Cabinet

An amendment to the report had been submitted by the Independent Residents' Group as follows:

The adoption of powers to enforce 'moving traffic offences' is a response to changes in government 'parking' legislation that will reduce forecast council income by over £1 million. But [for limited financial gain] these new powers could easily result in a severe public relations disaster for the Council if robust enforcement is perceived to be a money making exercise.

To avoid the accusation from residents that 'you're making cuts, raising council tax **and now robbing us**' the report should be rejected.

Following debate, the amendment was **LOST** by 38 votes to 4 (see division 2).

The motion by the Administration that the recommendation of the Governance Committee be approved was **AGREED**, without division and it was **RESOLVED** that:

Enforcement of Moving Traffic Contraventions within the whole of Havering be adopted in accordance with the provisions as set out in the London Local Authorities and Transport for London Act 2003 & enforcement of Bus Lane contraventions with the provisions as set out in the London Local Authorities & Transport for London Act 1986.

46 REVIEW OF OVERVIEW AND SCRUTINY (agenda item 6)

A report of the Governance Committee asked Council to adopt some changes to the structure of Overview and Scrutiny in Havering. Following a review of arrangements in other boroughs, it was proposed that a single Overview and Scrutiny Board be established to undertake all call-in functions and to coordinate the work of six sub-committees. The existing Value Overview and Scrutiny Committee would be replaced by the Board with the remaining six Overview and Committees (OSCs) becoming Sub-

Committees of the new Board with the existing Committee Chairs becoming Chairs of the new Overview and Scrutiny Sub-Committees.

In order to comply with political balance requirements, it was recommended that the Board comprise 16 Members as follows:

7 Conservative

3 RAs (the current Chairmen of Environment, Individuals and Health OSCs)

2 UKIP (including the current Chairmen of Towns and Communities OSC)

2 EHRG (including the current Chairman of Children's OSC)

2 IRG (including the current Chairman of Crime & Disorder Committee)

Following debate, an amendment by the Residents' Group as follows:

Scrutiny aims to ensure that residents of Havering receive high quality services and that the executive is rightly held to account. This council believes that in order to maximise the chances of both aims being achieved, and to adopt both the spirit of the Local Government Acts, as well as the Acts themselves, scrutiny should not be constrained or directed under any system by members of the administration.

was **LOST** by 29 votes to 17 (see division 3) and an amendment by the Independent Residents' Group as follows:

The creation of a new committee will require a costly bureaucratic reorganisation during a period of cuts! Worse still the proposed reorganisation to 'establish a single O&S Board to undertake all call-in functions' [Page 3 – 1.6] will undermine the O&S process, because the new 16 member Board will have a Con/EHR majority.

Instead the proposed reorganisation should be rejected and the existing structure retained.

was **LOST** by 32 votes to 12 (see division 4).

The motion by the Administration that the recommendations of the Governance Committee be approved was **AGREED** without division and it was **RESOLVED** that:

1) **An overarching Overview & Scrutiny Board be established in accordance with the political balance rules**

2) **The following Overview and Scrutiny committees be converted to sub-committees of the overarching Overview & Scrutiny Board:**

- **Towns & Communities**
- **Health**
- **Individuals**
- **Environment**

- **Crime and Disorder**
- **Children & Learning**

3) **That Council nominate one of the chairs of the Overview and Scrutiny Sub-Committees to Chair the Overview & Scrutiny Board**

4) **The Overview & Scrutiny Board will comprise all of the chairs of the Overview and Scrutiny sub-committees together with such other members nominated to the Board to meet the political balance requirements.**

5) **The Council's Monitoring Officer, using her delegated powers make the necessary changes to the Council's Constitution in respect of the proposed revisions to Overview and Scrutiny.**

6) **That Council receive nominations for the appointment of the Chairman and Vice-Chairman of the Overview and Scrutiny Board.**

In accordance with recommendation 6, nominations to the position of Chairman of the Overview and Scrutiny Board were received from the East Havering Residents' Group (Councillor Gillian Ford) and from the Residents' Group (Councillor Ray Morgon). Councillor Ford was **ELECTED** by 28 votes to 18 (see division 5) and it was **RESOLVED** that:

Councillor Gillian Ford be appointed as Chairman of the Overview and Scrutiny Board.

In accordance with recommendation 6, nominations to the position of Vice-Chairman of the Overview and Scrutiny Board had been received from the United Kingdom Independence Party Group (Councillor Lawrence Webb) and from the Residents' Group (Councillor Nic Dodin). Councillor Webb was **ELECTED** by 35 votes to 11 (see division 6) and it was **RESOLVED** that:

Councillor Lawrence Webb be appointed as Vice-Chairman of the Overview and Scrutiny Board.

47 **POLITICAL BALANCE AND REAPPOINTMENT OF COMMITTEES (agenda item 7)**

There was before Council a report of the Monitoring Officer concerning the appointment of the Committees of the Council, and advising upon political balance issues.

The report was **AGREED** without debate or division and it was **RESOLVED**:

That:

- (1) The Committees listed in Appendix 1 to these minutes be appointed for the 2014/15 Municipal Year.**
- (2) Those Committees be appointed with:**
 - (a) the membership sizes and**
 - (b) the political balance**

indicated in Appendix 1
- (3) The voting co-optees, the two representing Church of England and Roman Catholic interests and the three governor co-optees selected in accordance with the appropriate Regulations, be appointed to the Children and Learning Overview and Scrutiny Committee.**

48 SPECIAL RESPONSIBILITY ALLOWANCES (agenda item 8)

A report of the Governance Committee asked Council to agree a revised scheme of Members' Allowances to take account of the new arrangements agreed for the Council's Overview and Scrutiny function and the establishment of a new political group.

Following debate, an amendment by the Residents Group as follows:

This Council welcomes the proposals made by the administration to reduce Councillors Special Responsibility Allowances. However, this council recommends that they are further reduced to the levels set out in table A (below) to ensure that they are more in line with what members of staff and residents of this borough would expect and to a level commensurate with the workload and responsibilities of the post.

Table A:

Basic Allowance - £10,208

Leader of the Council - £40,000

Deputy Leader of the Council - £23,000

Cabinet Members - £20,000

Leader of the Principal Opposition - £12,000

Deputy Leader of the Principal Opposition - £3,000

Leader of the Minority Opposition Groups - £3,000

Mayor - £12,000

Deputy Mayor - £4,000

Overview and Scrutiny Board Chairman - £10,000

Overview and Scrutiny Sub-Committee Chairmen - £7,650

Chairman of Regulatory Services - £14,418

Chairman of Licensing Committee - £7,650

Audit, Pensions, Highways and Governance Committee Chairman - £7,650

Reg Services and Licensing Vice Chairman – Fixed sum per meeting as agreed at Governance

Rainham & South Hornchurch Working Party Chairman - £7,650

Adjudication & Review Committee Chairman - £2,000

was **LOST** by 34 votes to 12 (see division 7).

Following debate, an amendment by the Independent Residents' Group as follows:

The proposed revisions to the Special Responsibility and Allowances Scheme to reduce the overall cost of the scheme is not equitable because they involve a range of reductions between 12% and 50% in which the more you get the less you lose and should be rejected.

Instead a revised scheme is required that increases the basic allowance by 1%, reduces all SRAs **above** £7650 by 25% and keeps all the remaining SRAs as proposed in the Governance report, the same.

This amendment would reduce the overall cost of allowances by 10% and for those with an interest will allow for the creation of new Cabinet positions and still retain an overall saving within budget of between 3 and 5%. Whereas the Administration proposal of a 5% overall reduction would not last the creation of 2 or 3 new Cabinet positions!

was **LOST** by 42 votes to 4 (see division 8).

The motion by the Administration that the recommendations of the Governance Committee be approved was **AGREED** without division and it was **RESOLVED** that:

The revised list of Special responsibility Allowances be adopted as shown below:

Members' allowances

| Category of Allowance | Amount Per Member £ |
|--|------------------------|
| Basic Allowance | 10,208 |
| Special Responsibility Allowances: | |
| Leader of the Council | 45,048 |
| Deputy Leader of the Administration | 31,420 |
| Cabinet Members | 28,780 |
| Leader of Principal Opposition | 14,418 |
| Leader of Minority Opposition Groups | 4,000 |
| Mayor | 12,000 |
| Deputy Mayor | 4,000 |
| Overview and Scrutiny Board Chairman | 14,418 |
| Overview and Scrutiny Sub-Committee Chairmen | 7,650 |
| Licensing and Regulatory Services Committee Chairmen | 14,418 |
| Regulatory Services Committee Vice-Chairman | 2,000 |
| Licensing Committee Vice Chairmen | 117* |
| Audit, Pensions, Highways and Governance Committees Chairmen | 7,650 |
| Adjudication & Review Committee Chairman | 2,000 |
| Rainham & South Hornchurch Working Party Chairman | 7,650 |

*- The standard rate of allowance per licensing sub-committee meeting chaired.

49 REVISIONS TO SENIOR MANAGEMENT STRUCTURE (agenda item 10)

The Group Directors present left the meeting for this item as they had a personal interest in the matters under discussion.

A report of the Chief Executive asked Council to approve revised arrangements for the Senior Management Structure within the Council following the changes to the management structure required after the first

six months' operation of oneSource and the decision of one of the Council's Group Directors to leave.

The report was **AGREED** without division and it was **RESOLVED** that:

1. **The new arrangements set out in this report and summarised in Appendix 2 of these minutes be approved.**
2. **The assimilation of the existing Group Director of Children, Adults & Housing and Group Director of Resources into these new roles be approved.**
3. **The pay scales for the new director posts be approved.**
4. **The Chief Executive consult with relevant staff as required on the consequential management structural requirements**

50 **REAPPOINTMENT OF THE HEAD OF PAID SERVICE (agenda item 9)**

The Chief Executive left the meeting for this item as she had a personal interest in the matters under discussion.

A report of the Leader of the Council asked Council to agree to the Chief Executive reducing her working hours to approximately three days per week. It was proposed that the Chief Executive's pay and pension arrangements be adjusted accordingly and the Chief Executive also wished to take a voluntary 10% reduction in her salary in recognition of the current pressures on the organisation and its staff.

The report was **AGREED** without division and it was **RESOLVED** that Council:

1. **Agrees to the Chief Executive reducing her hours flexibly to suit the Council's needs by at least one day and no more than two days a week, with her pro-rata salary set at the equivalent of a three-day working week.**
2. **Waives the Staff Employment Procedure Rules, to facilitate the formal resignation and re-appointment on reduced terms of the Chief Executive.**
3. **Authorises the Leader of the Council to review and change the working hours once implemented, as and when required.**
4. **Notes and accepts the Chief Executive's voluntary 10 per cent reduction in salary, over and above the pro-rata adjustment.**

5. **Authorises the Leader of the Council, after consultation with the Director of Resources and the Director of Human Resources and Organisational Development, to finalise any further actions and agreements necessary to implement the Council decision.**
6. **Authorises the Monitoring Officer to amend the Constitution if necessary to reflect that the Group Directors will be required to cover for the Chief Executive in her absence.**

51 **VOTING RECORD**

The record of voting divisions is attached as **Appendix 3**.

Mayor

| | | CONS | | RES | | EHRG | | UKIP | | IRG | |
|----------------------------|---------------|--------------|--------------|--------------|--------------|-------------|--------------|-------------|--------------|------------|--------------|
| | | 22 41.51% | | 11 20.75% | | 8 15.09% | | 7 13.21% | | 5 9.43% | |
| Governance | 13 | 5.40 | 5 | 2.70 | 3 | 1.96 | 2 | 1.72 | 2 | 1.23 | 1 |
| Licensing | 11 | 4.57 | 5 | 2.28 | 3 | 1.66 | 1 | 1.45 | 1 | 1.04 | 1 |
| Regulatory Services | 11 | 4.57 | 5 | 2.28 | 2 | 1.66 | 2 | 1.45 | 1 | 1.04 | 1 |
| Adjudication | 10 | 4.15 | 4 | 2.08 | 2 | 1.51 | 2 | 1.32 | 1 | 0.94 | 1 |
| Highways | 11 | 4.57 | 5 | 2.28 | 2 | 1.66 | 2 | 1.45 | 1 | 1.04 | 1 |
| Pensions | 7 | 2.91 | 3 | 1.45 | 2 | 1.06 | 1 | 0.92 | 1 | 0.66 | 0 |
| Audit | 6 | 2.49 | 2 | 1.25 | 1 | 0.91 | 1 | 0.79 | 1 | 0.57 | 1 |
| Children's | 9 | 3.74 | 4 | 1.87 | 2 | 1.36 | 1 | 1.19 | 1 | 0.85 | 1 |
| Crime | 6 | 2.49 | 2 | 1.25 | 1 | 0.91 | 1 | 0.79 | 1 | 0.57 | 1 |
| Towns | 9 | 3.74 | 4 | 1.87 | 2 | 1.36 | 1 | 1.19 | 1 | 0.85 | 1 |
| Environment | 6 | 2.49 | 2 | 1.25 | 2 | 0.91 | 1 | 0.79 | 1 | 0.57 | 0 |
| Health | 6 | 2.49 | 2 | 1.25 | 1 | 0.91 | 1 | 0.79 | 2 | 0.57 | 0 |
| Individuals | 7 | 2.91 | 3 | 1.45 | 1 | 1.06 | 1 | 0.92 | 1 | 0.66 | 1 |
| Board | 16 | 6.64 | 7 | 3.32 | 3 | 2.42 | 2 | 2.11 | 2 | 1.51 | 2 |
| Seats allocated | 128.00 | | 53.00 | | 27.00 | | 19.00 | | 17.00 | | 12.00 |

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COUNCIL, 22 October 2014

Appendix 2

Revised Senior Management arrangements

1. Background

The Council's Senior Management structure was last reviewed in March 2013. At that time a structure of Chief Executive and three Group Directors was established as follows:

Group Director Resources

- Finance
- HR
- Exchequer Services and Transactional Services
- Legal Services
- Asset Management
- ICT

Group Director Children Adults and Housing

- Children's Services
- Learning & Achievement
- Homes & Housing
- Adult Services
- Business & Performance

Group Director Culture, Community & Economic Development

- Streetcare
- Culture & Leisure
- Economic Development
- Regulatory Services
- Customer Services and Corporate Policy and Transformation
- Communications

A Director of Public Health was also appointed at that time although the post holder left the Council 9 months ago and interim arrangements under the Group Director of Culture, Community and Economic Development have been in place since then.

Several factors have come together to necessitate a reconsideration of the top management structure.

When oneSource was established, the Directors of Resources of Havering and Newham were made joint Managing Director for the first six months of the oneSource operation in recognition of the high

workload needed to establish the Partnership. That first six months has now ended and so there was a need to fill the Managing Director post with one individual.

The Leader and Chief Executive had discussed the situation with regard to oneSource and both expressed the view that they would want Havering's Director of Resources to remain with the Council rather than potentially becoming, the Managing Director of oneSource. Both the Leader and Chief Executive felt that though the operational delivery of back office services, including Finance, will come from oneSource in future, Havering cannot afford to lose the expertise and experience of the Director of Resources to guide the Authority through the next few years of challenging financial circumstances. The Director of Resources indicated that he would stay with Havering if required.

At present the cost of the Director of Resources post is 50% charged to oneSource and so his return to the Council will cost additional money.

This matter was under discussion and consideration when the Group Director of Culture, Community & Economic Development expressed her intention to resign as of December 2014, thus moving the Council to a position whereby the Chief Executive needed to review the management team structure for the future.

2. Overall Considerations

The Chief Executive has needed to take a conflicting set of considerations into account in thinking about what to recommend to the Council.

There is no doubt that this is a challenging time for the Council and therefore a time when strong, experienced leadership is needed from the Senior Team. Reducing the number in the team at this time is therefore challenging. However, it is also true that the Council has just embarked on a major budget reduction strategy that, while it will cause additional work in the short term, will result in an overall downsizing of the Council over the medium to long term. The Council may therefore need additional capacity in the short term, but to downsize its top team thereafter.

Management changes have already been made as a result of the Director of Resources losing direct management responsibility for back office functions with the consolidation of oneSource, though he remains responsible for their strategic direction and remains the Council's Section 151 officer. The Director now manages corporate policy and performance functions, transformation and regulatory services. However, it is considered that he does still have capacity to take on some additional roles. The final structural position in respect of public health is also still

under consideration though it is reporting to this Director as a temporary measure.

Functions currently managed by the role of Director of Culture, Communities and Economic Development are:

- Street Care
- Culture & Leisure
- Economic Development
- Communications

3. Options Considered

Option1

Replace the Group Director Culture, Community & Economic Development on a like-for-like basis with some redistribution of responsibilities to the Director of Resources.

Advantages

- Provides significant management oversight of challenging areas that are undergoing change.

Disadvantages

- Time lapse to recruit appropriate person (6-9 months depending on notice period).
- Need for interim arrangements in the meantime.
- Additional cost as management team will need to absorb 50% costs of Director of Resources, which was previously paid by oneSource.
- Long term downsizing may require a reduction in Group Director headcount leading to associated redundancy costs

Option 2

Replace Group Director Culture, Community & Economic Development with a lower graded post, after redistributing some of the responsibilities to the Director of Resources.

Advantages

- Additional management capacity.

Disadvantages

- Recruitment time lag as above.
- Reduction in salary of new post could only be £20-30k as otherwise it would be equal to the Head of Service posts that report to it.
- Still additional cost because of need to absorb 50% of Director of Resources post.

Option 3

Divide the responsibilities of the Group Director Culture, Community & Economic Development between the remaining Directors moving to a two Senior Director structure with compensatory support during the period of intense change over in the next 18 months.

Advantages

- Continuity of senior leadership
- Makes full use of capacity available in Director of Resources and statutory Section 151 role
- Can be enacted immediately
- Overall management overhead saving achieved
- Can provide additional resources to support directors through interim arrangements and can reallocate planned resource changes.

Disadvantages

- Potential management stretch
- Risk of cover with only two senior directors
- Recognition that Directors could not cover all meetings and Heads of Service roles would need to cover some meetings (could also be seen as an advantage in management development terms to the Heads of Service)

4. Recommendation

Given the above, the Chief Executive recommends Option 3.

5. Names of Directors

Given the changes of responsibility, the Chief Executive proposes changes to the posts as follows:

Director of Children, Adults & Housing

Director of Communities and Resources

This recommendation comes with the caveat that sufficient resources are retained or provided to ensure the two Directors are supported in their heavy workload particularly in the short-term. The Group Director of Culture, Community and Economic Development will also be in situ until mid December to support the change.

This could be achieved in the following way:

1. Resources to support the Directors

Director of Communities and Resources

The Director has already inherited the proposal to merge Policy & Performance teams within the Council. It is proposed this new team is restructured to ensure there is sufficient support at a senior enough level to provide resilience and support for the Director.

In addition, the interim position of the Director of Corporate and Customer Transformation is retained within the Council to continue to deliver both the customer and wider transformation programme. The individual occupying this post is a skilled programme manager and can consequently be used more broadly to assist delivery of the Council's savings programme over the next 18 month period of change.

Budget for both of these two resources are already allowed for in the budget strategy proposals and so can be met without the need for additional expenditure.

During the period up to the Group Director of Culture, Community and Economic Development's leaving date she will continue to manage StreetCare, Economic Development, Culture and Leisure and Communications.

Director of Children, Adults and Housing

This Director already has a large and challenging portfolio. It is only intended to add the Public Health function to this portfolio as the function sits well alongside all of the other commissioning responsibilities this director already has. The Council will need to recruit a new Director of Public Health (though it is not proposed to recruit to this post as a direct report to the Chief Executive)

This Director will be losing her Policy & Performance team as part of the current budget restructuring proposal. It is proposed that a new post of Programme Support Manager is created in order to provide her with sufficient resources during this period of change.

The Director already has plans to augment her management capacity by employing a Senior Principal Social Worker. This post holder will provide a strong Quality Assurance role across Children's and Adults Safeguarding and support strong social work practice. This post is already allowed for within the Director's budget proposals.

2. Additional Changes

Irrespective of this change at Director level there were a number of on-going changes being discussed within some services, some aligned to budget proposals and others to facilitate co-ordinated action to particular client groups. For example, the realignment of all policy and performance staff has already been referred to above.

As part of this, consideration is being given to the future location of the community safety team. Much of their work is aligned to the early intervention work with younger people and with known offenders and their families. There are good reasons to explore whether a combination of community safety, the youth offending service, the residual targeted youth service and early intervention for 12 plus might be best combined within a single service.

Given the Council's plans to develop a housing company and better manage the market in the private rented sector it is also considered this may fit better if it is more closely linked with the regeneration and asset management functions of the Council.

These matters will be taken forward as part of implementation of the Council's budget strategy and appropriate consultations will be undertaken with staff and will follow normal delegated powers of the Chief Executive.

6. Assimilation and slotting in arrangements

Under the Council's process for making appointments to posts falling within the purview of the Joint Negotiating Committee for Chief Officers in Local Government as a consequence of a senior management realignment, both remaining Directors have direct assimilation rights to these two new roles.

In the case of the Group Director of Children, Adults and Housing, her job is only marginally changed and she is carrying out a discrete but substantial 'function' that has been included in the new portfolio and therefore has a direct assimilation right to this role.

In the case of the existing Group Director of Resources, there are more substantial changes to his roles and responsibilities. However, Group Directors' job descriptions are 30% generic corporate management roles and, in addition, the Director will continue to be the Council's Section 151 Officer and take strategic direction for the back office functions covered by oneSource. In addition, the Director of Resources has previously managed at least one of the substantial services he would be inheriting. He too is carrying out a discrete but substantial 'function' that has been included in the new portfolio and in addition satisfies the statutory requirements necessary for appointment as the Council's Section 151 Officer. Accordingly, the Director has a direct assimilation to this role. ..

7. Grading, Pay and Remuneration for the top team

Currently Senior Management pay is evaluated using the HAY job evaluation scheme - although it is intended to review the evaluation system for Senior Managers as part of the Council's overall review of terms and conditions. At present the grading structure for the Chief Executive and Group Directors is:

| | |
|---|---------------------|
| Group Director Children, Adults & Housing | £126,875 - £145,000 |
| Group Directors of Resources and Culture, Community & Economic Development | £113,750 - £130,000 |

The Group Director Children, Adults & Housing's grade is set at the level required to attract a high calibre individual to the post. Most London Boroughs still retain two directors to cover adults' and children's services (usually at a level of £130,000 each), so this represents good value for money for the Authority. The new role being taken on by the Director of Communities and Resources has been evaluated at the same grade as the Director of Children, Adults & Housing . Given that this post holder will take responsibility for areas covered by two postholders in most other boroughs (again usually at a grade of around £130,000) and is the statutory Section 151 Officer, this is also considered very good value for money. Council is, therefore, asked to approve this pay scale for the new director posts.

The agenda for this Council meeting contains a separate report concerning the post of Chief Executive. In order for Members to have taken account of all relevant considerations in relation to the Senior Management restructure they should have taken cognisance of that report prior to making a determination in respect of this report.

8. Financial implications

The following senior management savings will be made through this proposal:

| | |
|---|------------------------|
| Loss of Director of Culture, Community & Economic Development and her PA | £196,000 |
| Additional 50% Director of Resources Post currently charged to OneSource with on costs | £91,500 |
| Total reductions on director's salaries | <u>£104,500</u> |

There will also be potential further savings from the support office functions by reducing to two Group Directors. It is proposed that these will be used to augment the programme and support resources required by the Director of Children, Adults & Housing as discussed in paragraph 8 above.

9. Legal Implications

Section 112 of the Local Government Act 1972 provides that a local authority shall appoint such officers as it thinks necessary for the proper discharge of the authority's functions. An officer so appointed shall hold

office on such terms and conditions as the appointing authority think fit subject to compliance with the authority's pay policy statement. The proposals in this report comply with the Pay Policy Statement 2014/15 approved by Full Council on 26 March 2014.

Under the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) the power to appoint staff and to determine the terms and conditions on which they hold office is a non-executive function.

The Local Authorities (Standing Orders) (England) Regulations 2001 provide that the appointment of a Chief Officer shall be made by Members, pursuant to the Council's own procedures.

The assimilation of current post holders into the new posts is in accordance with the Council's process for making appointments to posts falling within the purview of the Joint Negotiating Committee for Chief Officers in Local Government as a consequence of a senior management realignment.

10. Human Resources Implications

These proposals will have a knock on effect to support staff and consultations will be undertaken with these staff following the Council's normal processes.

Any further changes needed at Head of Service levels will be managed in line with delegated powers and statutory consultation will take place with relevant staff as required.

| <i>DIVISION NUMBER:</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|--|----|----|----|----|----|----|----|----|
| The Mayor [Cllr. Linda Trew] | O | O | O | O | O | O | O | O |
| The Deputy Mayor [Cllr. Barbara Matthews] | X | X | ✓ | O | X | X | ✓ | X |
| <u>CONSERVATIVE GROUP</u> | | | | | | | | |
| Cllr Roger Ramsey | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Robert Benham | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Ray Best | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Wendy Brice-Thompson | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Joshua Chapman | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr John Crowder | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Phillipa Crowder | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Meg Davis | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Osman Dervish | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Jason Frost | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Steven Kelly | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Robby Misir | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Garry Pain | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Dilip Patel | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Viddy Persaud | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Carol Smith | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Frederick Thompson | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Melvin Wallace | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Roger Westwood | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Damian White | ✓ | O | X | X | ✓ | ✓ | X | X |
| Cllr Michael White | ✓ | X | X | X | ✓ | ✓ | X | X |
| <u>RESIDENTS' GROUP</u> | | | | | | | | |
| Cllr Ray Morgon | X | X | ✓ | ✓ | X | X | ✓ | X |
| Cllr June Alexander | X | X | ✓ | ✓ | X | X | ✓ | X |
| Cllr Nic Dodin | X | X | ✓ | X | X | X | ✓ | X |
| Cllr Jody Ganly | X | X | ✓ | ✓ | X | X | ✓ | X |
| Cllr Barry Mugglestone | X | X | ✓ | ✓ | X | X | ✓ | X |
| Cllr John Mylod | A | A | A | A | A | A | A | A |
| Cllr Stephanie Nunn | X | X | ✓ | ✓ | X | X | ✓ | X |
| Cllr Reg Whitney | X | X | ✓ | ✓ | X | X | ✓ | X |
| Cllr Julie Wilkes | X | X | ✓ | ✓ | X | X | ✓ | X |
| Cllr John Wood | X | X | ✓ | ✓ | X | X | ✓ | X |
| <u>EAST HAVERING RESIDENTS' GROUP</u> | | | | | | | | |
| Cllr Clarence Barrett | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Alex Donald | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Brian Eagling | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Gillian Ford | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Linda Hawthorn | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Ron Ower | ✓ | X | X | X | ✓ | ✓ | X | X |
| Cllr Linda Van den Hende | A | A | A | A | A | A | A | A |
| Cllr Darren Wise | ✓ | X | X | X | ✓ | ✓ | X | X |
| <u>UK Independence Party</u> | | | | | | | | |
| Cllr Lawrence Webb | X | O | ✓ | X | X | ✓ | ✓ | X |
| Cllr Ian De Wulverton | A | A | A | A | A | A | A | A |
| Cllr John Glanville | X | O | ✓ | X | X | ✓ | ✓ | X |
| Cllr Phillip Hyde | A | A | A | A | A | A | A | A |
| Cllr David Johnson | X | O | X | ✓ | X | ✓ | X | X |
| Cllr Phil Martin | A | A | A | A | A | A | A | A |
| Cllr Patricia Rumble | X | O | A | A | A | A | A | A |
| <u>INDEPENDENT LOCAL RESIDENTS' GROUP</u> | | | | | | | | |
| Cllr Jeffrey Tucker | A | A | A | A | A | A | A | A |
| Cllr Michael Deon Burton | X | ✓ | ✓ | ✓ | X | ✓ | X | ✓ |
| Cllr David Durant | X | ✓ | ✓ | ✓ | X | ✓ | X | ✓ |
| Cllr Keith Roberts | X | ✓ | ✓ | ✓ | X | ✓ | X | ✓ |
| Cllr Graham Williamson | X | ✓ | ✓ | O | X | ✓ | X | ✓ |
| <u>Labour</u> | | | | | | | | |
| Cllr Keith Davill | X | X | ✓ | X | X | X | X | X |
| TOTALS | | | | | | | | |
| ✓ = YES | 28 | 4 | 17 | 12 | 28 | 35 | 12 | 4 |
| X = NO | 19 | 38 | 29 | 32 | 18 | 11 | 34 | 42 |
| O = ABSTAIN/NO VOTE | 1 | 6 | 1 | 3 | 1 | 1 | 1 | 1 |
| ID = INTEREST DISCLOSED/NO VOTE | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| A = ABSENT FROM MEETING | 6 | 6 | 7 | 7 | 7 | 7 | 7 | 7 |
| | 54 | 54 | 54 | 54 | 54 | 54 | 54 | 54 |

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