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NOTICE OF MEETING

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EMPLOYMENT PANEL

will meet on

TUESDAY, 16TH MAY, 2017

At 6.30 pm

in the

ASCOT AND BRAY - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF THE EMPLOYMENT PANEL

COUNCILLORS LISA TARGOWSKA (CHAIRMAN), EILEEN QUICK (VICE-CHAIRMAN), PHILLIP BICKNELL, PAUL BRIMACOMBE, STUART CARROLL, DR LILLY EVANS, LYNNE JONES AND MJ SAUNDERS

SUBSTITUTE MEMBERS

COUNCILLORS CHRISTINE BATESON, SIMON DUDLEY, DAVID HILTON, JACK RANKIN, JOHN STORY, EDWARD WILSON, MALCOLM BEER, SIMON WERNER AND SAMANTHA RAYNER

Karen Shepherd - Democratic Services Manager - Issued: Monday, 8 May 2017

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Karen Shepherd** 01628 796529

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AGENDA

PART I

| <u>ITEM</u> | <u>SUBJECT</u> | <u>PAGE NO</u> |
|-------------|---|--------------------|
| 1. | <u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence | |
| 2. | <u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest | 5 - 6 |
| 3. | <u>MINUTES</u> To consider the Part I minutes of the meeting held on 14 March 2017 | 7 - 10 |
| 4. | <u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 5-7 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act" | |

PRIVATE MEETING

| | | |
|----|--|---------|
| 5. | <p><u>MINUTES</u></p> <p>To consider the Part II minutes of the meeting held on 14 March 2017</p> <p><i>(Not for publication by virtue of Paragraph 1, 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> | 11 - 16 |
| 6. | <p><u>DETERMINATION OF THE SCORE RANGES FOR APPRAISAL RATINGS FOR 2017</u></p> <p>To consider the above report</p> <p><i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> | 17 - 32 |
| 7. | <p><u>REVIEW OF THE COUNCIL'S PAY REWARD SCHEME</u></p> <p>To consider the above report</p> <p><i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> | 33 - 42 |

MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in discussion or vote at a meeting.** The term 'discussion' means a discussion by the members of meeting. In order to avoid any accusations of taking part in the discussion or vote, Members should move to the public area or leave the room once they have made any representations. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: 'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: 'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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Agenda Item 3

EMPLOYMENT PANEL

TUESDAY, 14 MARCH 2017

PRESENT: Councillors Lisa Targowska (Chairman), Eileen Quick (Vice-Chairman), Phillip Bicknell, Dr Lilly Evans, Lynne Jones, MJ Saunders and Simon Dudley

Officers: Terry Baldwin and Karen Shepherd, Russell O'Keefe for item 9 only.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Carroll.

DECLARATIONS OF INTEREST

Councillor Saunders declared a prejudicial interest in the item 'Regeneration Programme Management' as there was a potential conflict with his employer. He left the room for the duration of the discussion and voting on the item.

Terry Baldwin and Karen Shepherd declared interests in the item 'Pay Reward Options 2017/18' as officers of the council. Officers were present at the start of the item to introduce it and answer questions, then left the room during Member deliberations.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 13 February 2017 be approved.

FUTURE SENIOR MANAGEMENT STRUCTURE

Members considered a new service delivery model for the council and adoption of a new strategic leadership model comprising a Managing Director (Head of Paid Service) and two Executive Directors. The salary band for the Managing Director role was proposed as £130,000-£150,000. Market comparisons were shown in tables 6 and 7 of the report. The Managing Director would be the Head of Paid Service and the Director of Adult Social Services (DASS). The current Strategic Director of Corporate and Community Services would become the Executive Director – Place. The remaining Executive Director post would be recruited internally or externally. Members noted four proposed amendments since the structure had been discussed at Cabinet, as detailed in paragraph 2.9 of the report.

It was noted that the delay in the completion of the transfer to Achieving for Children (AfC) to 1 August 2017 was due to the corporate authority timetables of Richmond and Kingston.

In response to a question from Councillor Dudley, the Head of HR explained that the council was last restructured in January 2016 but salary bands were not looked at until July 2016. The role of Director of Adults, Children and Health was introduced at £120,000-£140,000 and an allowance of £15,000 for the role of Managing Director was approved. Therefore the current salary of the Managing Director was £140,000

(£125,000 plus £15,000). The role was currently a 'first among equals' post on a temporary basis to July 2017. Councillor Dudley asked if the approval of Managing Director could be sent to Full Council in June 2017 rather than March 2017, so that it was closer to the completion with AfC. It was noted that the transfer to Optalis was still due to take place on 3 April 2017. The appointment of Kevin McDaniel as Director of Children's Services (DCS) was also planned for 3 April 2017 to ensure a seamless transition in August 2017, and was linked to the other proposed structure changes. Kevin McDaniel was due to receive an incremental increase in salary from £88,500 to £100,000. It was noted that under the legislation, the council could employ a DCS and second them to another organisation, but the DASS had to remain a local authority employee at Chief Officer level.

It was noted that the Deputy Director of Finance role reported to the Executive Director – Place, but had a dotted reporting line to the Managing Director as the S151 officer. Councillor Saunders commented that this duality was not uncommon in private sector structures.

Members requested that the structure chart, once finalised, include initials of councillors where there was more than one councillor with the same surname.

Members considered the salary band for the role of the Managing Director, noting that the actual salary would be discussed in Part II, with the decision minuted in Part I.

Councillor Jones commented that the council had changed significantly over the last few years, it would be useful to know the size of the leadership teams for the comparator authorities. It was noted that the Chief Executive role at Wokingham included £24,000 of pension contribution therefore the salary was £141,000. Reading was seeking a new Managing Director in a salary band of £135,000-£140,000. Slough was also currently recruiting with a wide salary band as it was bringing a lot of services back in-house.

Councillor Dudley commented that the Managing Director's current salary of £140,000 included a significant piece of responsibility as the DCS. This role was moving to another employee who was receiving a £12,000 pay increase as a result. Although the council would still hold ultimate responsibility as a commissioning authority, he questioned whether the workload for the Managing Director would therefore be lighter?

The Chairman commented that the Executive Director band was £95,000 - £131,000 and if both were at the lower end this would be a substantive difference to the proposed Managing Director role. It was noted that the Strategic Director of Corporate and Community Services salary was currently £105,000. The Interim Strategic Director for Operations and Customer Services salary was £99,000. The head of HR commented that the borough was the first authority looking to put adult social services into such an organisation. There may initially be more complexity due to the number of partners involved. It was confirmed that the role of Returning Officer was a separate appointment for which there was a specific allowance, paid for by central government and based on elections held.

It was noted that the term 'redesigned' used in reference to the role of Head of Commissioning was used to show the increased scope and responsibility. This was also the case for the role of Head of Communities and Highways.

Councillor Saunders commented that the current senior leadership structure was a lean pyramid. The situation could arise where the two directors were very capable and therefore the Managing Director role would be easier, therefore he suggested the salary band should start lower than £130,000. The Head of HR commented that, looking at the comparators, £130,000 was the minimum with the exception of Poole and was within market rates; it had been chosen to attract the right calibre of individual.

Councillor Jones reported that the senior leadership teams for other Berkshire authorities were as follows:

Bracknell Forest – CEO plus 4
Reading – CEO plus 4
Wokingham – CEO plus 4
Slough – CEO plus 6
West Berkshire- CEO plus 2 and a plethora of heads of service

Councillor Dudley commented that he agreed with Councillor Saunders that the band could start lower than £130,000. He would also be extremely uncomfortable if the upper level of the band was near to what the Prime Minister earned.

Councillor Jones commented that she did not want the council to tie its hands by setting a band that was unrealistic in terms of attracting a good quality candidate in future. It was noted that bands could be discussed and changed in future if necessary.

It was noted that, in the proposed structure, a number of manager posts reported directly to the Managing Director. These posts were below head of service level and did not form part of the senior leadership team.

Members discussed a number of options for the Managing Director salary band and concluded it should be £120,000-£145,000 following a named vote.

Members discussed the salary level for the Managing Director for recommendation to Full council in Part II, and agreed that the decision should be minuted in Part I.

RESOLVED: That Employment Panel notes the report and approves:

- i) The adoption of the strategic leadership model comprising a Managing Director (Head of Paid Service) and two Executive Directors, effective April 2017.**
- ii) The appointment of Alison Alexander as permanent Managing Director and recommends the appointment to full Council, on 30 March 2017.**
- iii) The Managing Director salary band of £120,000 to £145,000.**
- iv) The re-designation of Russell O’Keefe’s post to Executive Director with responsibility for finance, revenues and benefits, planning, regeneration, ICT and property and commercial service companies.**
- v) The delegation of the recruitment to the post of Executive Director, within the Director pay band, with responsibility for libraries and**

resident services; community protection and enforcement, and communities and highways, to the Managing Director, Head of HR, Lead Member(s) and Chair of Employment Panel.

- vi) The redesign of two posts:
 - Head of Commissioning – Adult, Children and Health to become Deputy Director Strategy and Commissioning (Hilary Hall)
 - Head of Strategy and Communities to become Head of Communities and Highways (David Scott).
- vii) The job accountabilities for the new roles of Managing Director and Executive Director.
- viii) The salary for the Managing Director be recommended to Full Council as £137,000.

(Members voted unanimously on all resolutions above other than resolution iii. For resolution iii, five councillors voted in favour of the motion - Councillors Targowska, Saunders, Dr Evans, Bicknell and Jones. Two councillors voted against the motion – Councillors Dudley and Quick.)

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 6-9 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act

The meeting, which began at 6.30 pm, finished at 8.28 pm

CHAIRMAN.....

DATE.....

Agenda Item 5

By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Agenda Item 6

By virtue of paragraph(s) 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Agenda Item 7

By virtue of paragraph(s) 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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