



Taunton Deane Borough Council and West Somerset Council

Full Council – Tuesday 12 November 2013

Taunton Deane and West Somerset Joint Management Proposal

Report of the Chief Executive, Penny James

(This matter is the responsibility of the Leaders of the Council – Cllr Tim Taylor and Cllr John Williams)

A Executive Summary

This report builds on the original report on Joint Management Structure for Taunton Deane Borough Council (TDBC) and West Somerset Council (WSC) presented to both Councils' Scrutiny meetings on 24 October 2013. The Scrutiny report is appended for ease of reference (Appendix B).

This report reflects feedback from Scrutiny, UNISON and staff. As a consequence the following amendments are being proposed to the original report.

- The inclusion of a new post of New Nuclear Programme Manager for WSC. An amended structure chart is appended (Appendix A).
- All posts originally recommended for external advertisement will be made available to all "at risk" employees, and, if no expression of interest is received will be advertised internally in the first instance.

All of the other aspects of the original Joint Management proposal – as set out in the report to Scrutiny - are recommended to Full Council for approval.

B Background

1. Both Councils approved a mandate to explore joint management and shared services in March 2013. The resultant Business Case for the

overarching project has been completed and will be considered immediately before this report. If the Business Case is not approved this report will not be considered.

2. The Business Case requires the creation of a Joint Management Team and structure for both Councils. This final report builds on the report presented to both Councils Scrutiny meetings on the 24th October 2013. It has been amended to take account of the debates at these meetings – and – consultation feedback from UNISON and individual members of staff.

B Feedback from West Somerset Council Scrutiny Meeting

1. The principal concern recorded during the discussion related to the need to secure a permanent, dedicated post with the appropriate expertise and experience to manage the proposed Hinkley Point C Development.
2. This debate led to the following specific recommendation:

‘Some recognition is allowed in the structure that recognises that Hinkley Point A,B,C,D and everything to do with it past, present and future is the expertise of West Somerset and needs to remain the responsibility of somebody who has 100% West Somerset responsibility’
3. The strong view was held that this post – whilst accepting it had to work closely with the Director - Growth and Development, should report directly to the Chief Executive. This post would effectively undertake the functions of ‘Programme Management – Hinkley Point’ as set out in Section 1(b)3 3.12 – 3/14, and Section 2(c) 3.7 – 3.11 of the original report.
4. A suggestion that members should have involvement in “slot ins” of staff just as if there had been a recruitment process was also made.

C Feedback from Taunton Deane Borough Council’s Corporate Scrutiny Meeting

1. No formal recommendations were made. However, there was significant debate over the principle of “slot-ins” and whether all posts should be externally advertised.
2. Alternative options were discussed on whether the Assistant Director – Planning and Environment – needed to be a planner and whether or not the most senior planner position could sit at a lower level in the structure.

D UNISON Consultation Response

1. UNISON have been consulted on the proposed management structure and “slot-in” arrangements and made no adverse comments or suggestions.
2. They have questioned whether the post of Assistant Director – Resources, should be advertised internally in the first instance, giving internal staff who meet the job requirements/specification the opportunity to apply and be interviewed.

E Staff Consultation Response

1. A Taunton Deane Borough Council employee from the senior management ring-fence has challenged the fact they have not been “slotted-in” to the position of Assistant Director – Business Development.
2. A Taunton Deane Borough Council employee from the senior management ring-fence has challenged the fact they have not been “slotted-in” to the position of Assistant Director – Property and Development.
3. A full copy of the staff consultation responses received with comments is appended at Appendix C.

F Response to Feedback and Consultation

1. I have reflected on the recommendation from the West Somerset Council Scrutiny meeting.
2. I am now proposing that a new post of “New Nuclear Programme Manager” be created. This post will not be a part of the Joint Management Team and will, therefore, not have corporate responsibilities. It is, however, a very important role and will report directly to the Chief Executive. On a day-to-day basis the post will need to integrate with the work planning of the Director - Growth and Development and their other teams.
3. I have amended the proposed structure chart (Appendix A) to show how this post would fit into the structure. As this is a new post it will need to be job evaluated and made available to internal applicants who meet the essential criteria. The post will be funded by WSC from the Tier 4 affordability envelope and/or specific Hinkley Point or National Grid funding and will, therefore, not impact on the financial implications of the original Scrutiny report.
4. I have reflected on the discussions at Taunton Deane Borough Council Corporate Scrutiny on the principle of slot-ins.

5. I have taken formal written advice from the Retained HR Manager and Legal Services Manager. This sets out clearly the risks involved in departing from the “slot-in” recommendations in the original report to Scrutiny. In summary these are:-
 - Failure to follow agreed policies and procedures would give rise to a significant risk of legal challenge.
 - Failure to follow agreed policies and procedure would damage UNISON and staff confidence in the project.
 - Material changes made to the original proposals would give rise to a significant risk of legal challenge unless further consultation takes place on these changes with UNISON and affected staff.
 - Failure to adopt the proposals may increase the costs assumed within the Business Case.
 - Impact on the timetable for the delivery of the shared service project.
 - The process impact – it is impossible to ever get to a situation where the postholders recommended for “slot-in” are not treated as “at risk” and, therefore, given a priority interview. If they prove they are competent (against the agreed job description and person specification) and they are not appointed the Councils are at significant risk of breaching their own policy and of legal challenge.
6. In addition HR staff at WSC and TDBC have reviewed all of the slot-ins against the job criteria and competencies and confirmed that the original “slot-in” recommendations are sound.
7. A “match” of 80% or above between the existing post and the new post is the figure required for a “slot in” match in the Councils’ redundancy policy. The proposed slot-ins range from a 89% to 97% match.
8. On the basis of paragraph 5 to 7 above I do not intend to make any changes to my original proposal with respect to the 4 “slot ins” that were included for Member consideration.
9. I believe that the Councils need to have a qualified planner as part of the Joint Management Team, especially given the size of the growth agenda at Taunton Deane Borough Council and the importance of infrastructure delivery at both Councils. I do not, therefore, intend to make any changes to my original proposal.
10. The original proposals suggested that three posts – including the Assistant Director – Resources specifically mentioned by UNISON – go immediately to external recruitment.

11. The original proposals were based on an assessment of existing posts and postholders covered by the ringfences . This assessment has been reviewed by HR staff at WSC/TDBC.
12. Based on these assessments I remain confident in our ability to propose that certain posts can be advertised externally as these are new posts and the experience and skill set is not completely available within the ring fence or the wider Council.
13. However, it is accepted that there may be staff within the ring fence who possess some of the skills and experience to do parts of each job. They may also be some staff outside of the ring fences who have the relevant qualifications to apply for posts where there is no one qualified within the ring fence to apply or where no one in the ring fence chooses to apply.
14. On this basis – and – in response to Scrutiny, UNISON and the staff consultation feedback I am now recommending that all of the non slot-in posts be offered as internal appointments in the first instance.
15. Where there is no expression of interest from “at risk” employees it would then be possible to ask WSC or TDBC employees to express an interest in these jobs. This may also assist in reducing any future severance costs as the Shared Services are developed. If no expression of interest or internal appointment is made the post(s) would then be advertised externally.
16. Finally, HR staff at WSC and TDBC have reviewed the post of Assistant Director – Property and Development – and Assistant Director – Business Development. Based on this assessment I continue to be satisfied that there is not a suitable existing postholder in the ringfence for “slot-in” to either roles. The “match” for both posts is under 65% with the requirement for a “slot in” match being 80%.
17. However, given the revised proposal set out in Paragraph 14 above the two individual postholders who have challenged the fact that they have not been “slotted –in” to posts originally proposed for external recruitment will now be able to apply for these roles in the first instance as they are all “at risk” of redundancy.

G Conclusion

1. The original proposals are recommended to Full Council with the following changes:-
 - a) Inclusion of a post of “New Nuclear Programme Manager” for West Somerset Council.
 - b) All non slot-in posts to be offered internally in the first instance. This will be to those “at risk” in the ring fence first – and – if no expression of interest is received, or appointment made, any

WSC or TDBC employee could then express an interest in these jobs. If no appointment is made at this stage the jobs will be advertised externally.

2. The financial impacts remain the same as the “New Nuclear Programme Manager” role will be funded from the Tier 4 affordability envelope / dedicated WSC resources.
3. The cost of the new Joint Management Team comfortably fits within the affordability envelope for the combined General Funds of the Councils. There is an additional cost to the TDBC HRA for the strengthened housing management structure. The financial implications are as set out in section J of the Scrutiny report appended. Financial approvals for the transition costs are included in the main Business Case report, whilst this report includes a recommendation to increase the HRA Budget for enhanced housing management included in this structure.
4. All other aspects of the report to Scrutiny remain unchanged.

H Recommendations

1. It is recommended that:-
 - a) The original JMT proposal – as amended in paragraph G.1 of this report to be approved.
 - b) That the Chief Executive be authorised to implement the proposals
 - c) That Group Leaders nominate representatives to attend the South West Councils Recruitment and Selection training to allow them to then be available for the Member Appointments Panels.
 - d) That the Pay Policy Statement of each Council be amended to reflect the recommendations of South West Council as set out in this report.
 - e) That the TDBC HRA budget is increased by £77,600 to fund the enhanced management capacity in the Housing Service.

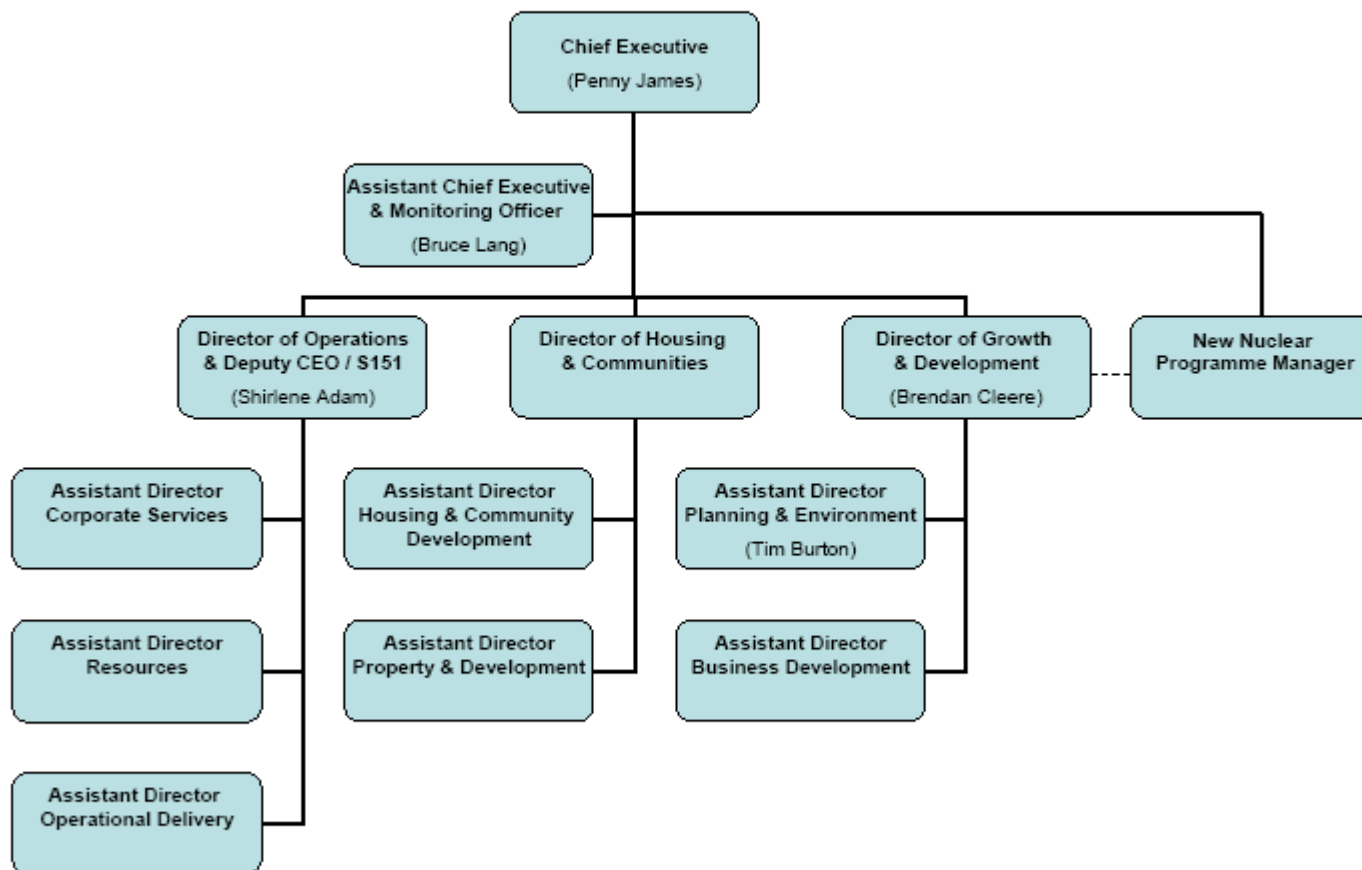
Contact: PENNY JAMES
Chief Executive
01823 356421
Email: p.james@tauntondeane.gov.uk or
pjames@westsomerset.gov.uk

MARTIN GRIFFIN
Retained HR Manager

01823 356533

Email: m.griffin@tauntondeane.gov.uk or
MGriffin@westsomeset.gov.uk

**APPENDIX A – Revised Proposed Joint Structure
(Taunton Deane Borough Council & West Somerset District Council)**



West Somerset Council and Taunton Deane Borough Council

Corporate Scrutiny Meeting – 24 October 2013

Joint Management Structure for West Somerset Council and Taunton Deane Borough Council

Report of the Chief Executive, Penny James

(This matter is the responsibility of the Leaders of the Council – Cllr Tim Taylor and Cllr John Williams)

A. Executive Summary

This report proposes the creation of a joint management team that will serve both TDBC and WSC.

This proposal is predicated on the Joint Business Case for joint management and shared services being approved along the same time line. If this does not happen then the final report will be withdrawn at Full Council.

The report proposes a joint management structure and a way forward in terms of implementing and recruiting to the structure. A mixture of slot-ins, internal and external recruitment is proposed.

The proposal (if approved) will generate a joint ongoing saving to the General Funds of the Councils of £267.2k. The ongoing saving to TDBC is £277.8k and the annual cost to WSC is £10.6k.

As well as generating an overall saving the proposal brings:-

- greater resilience, critical mass, access to a broader range of skills and experience, and greater ability to drive forward the shared services project whilst protecting 'business as usual' and the focus needed on other initiatives to achieve financial sustainability
- greater ability to drive forward the ambitious agenda of both Councils in relation to the proposed development at Hinkley Point and Taunton's growth agenda
- greater ability to drive forward both Councils' other corporate and community priorities

In addition the proposal seeks to build leadership capacity for the Housing service to maximize the opportunities (and manage the financial risks) that the HRA Business Plan has given TDBC. The additional on-going cost to the HRA is £77.6k per annum.

Based on an average cost of redundancy at this level, the estimated total redundancy figures are projected to be £357k, which would likely be incurred £93k WSC, £233k TDBC GF and £31k TDBC HRA. However, in the worse case scenario, where everyone 'at risk' was made redundant the total one-off costs associated with this proposal would be around £1m, including external recruitment costs.

The views of scrutiny are sought.

The Leaders, together with the Joint CE will take these, together with the individual staff and UNISON consultation responses into account before a final proposal is put to Full Council at both Councils on 12 November 2013

B. Background

- 1 Both Councils approved a mandate to commence a joint project to explore joint management and shared services at their respective Full Councils in February and March 2013.
- 2 The Business Case for the overarching project has been completed and is reported to this meeting as a separate agenda item for Members to consider.
- 3 The Joint CE has already been appointed and formally commences her role from the 24 October 2013. The CE was required to bring forward a proposal for the creation of a Joint Management Team (JMT) as part of the overarching Business Case.
- 4 If the Business Case is not approved this proposal will not be progressed. Both Councils will then have to consider their own arrangements going forward.

C. Current position

- 1 Both Councils have Corporate Management Teams (CMT) – and – a joint Chief Executive (CE) has been appointed.
- 2 The current WSC CE will act from 24 October 2013 as an interim Executive Director until the end of March 2014. The Executive Director post is funded by WSC with a view to focusing on work around Hinkley and the sale of assets and in ensuring a safe transition and handover to the new members of the Joint Management Team (JMT).
- 3 The CMT at WSC consists of the CE, a Corporate Director and two Corporate Managers.
- 4 The CMT at TDBC consists of the CE, three Strategic Directors (2.6FTE) and six Theme Managers and two Regeneration Managers who are graded at Theme Manager level, and, are therefore part of this proposal. These two posts are currently funded from TDBC growth reserves until May 2015. One of these posts – the post focused on the commercial aspects of the work - is a temporary post with the current post holder on a contract that finishes in July 2014. The other Regeneration post is a permanent post.
- 5 WSC currently enjoys support from SCC in the provision of a Section 151 Officer / Chief Finance Officer. WSC have a budget of £20K to provide these services on an

ongoing basis and this has been included in the affordability envelope for the JMT. A Strategic Director currently holds the Section 151 role at Taunton Deane Borough Council.

- 6 The WSC and TDBC Monitoring Officer function are held at a senior level. At WSC the role is held by the Corporate Director and at TDBC by the Theme Manager – Legal and Democratic Services Manager.
- 7 A range of PA and support teams provide services to each CMT. At this stage it is not intended to suggest any changes to these arrangements. They will be reviewed as part of the shared services phase of the Business Case implementation.
- 8 The current structure at TDBC is set out in Appendix 1.
- 9 The current structure at WSC is set out in Appendix 2.

D. Key challenges and issues considered in developing the proposal

1 Reflecting Members' Priorities

- 1.1 The first challenge is to ensure that the structure is Member-led. By this I mean that the structure must reflect the Member priorities for both Councils. I have taken guidance on this from both Councils' Corporate/Business Plans and stated priorities and from conversations with JMAP and other leading Members. I have reflected these conversations in both the structure and the key roles and competencies of each post.
- 1.2 The new JMT also has to be robust and capable of delivering Member priorities and day-to-day services to a standard that is acceptable to both Councils. It is also recognized by Members that whilst the savings from the Business Case are significant they are not the sole answer to the MTFP challenges at both Councils. The JMT needs to drive and implement other Member solutions to the on-going budget gaps.
- 1.3 The JMT must be able to operate across both Councils whilst also recognising that they are serving two separate democratic entities who may continue in the future to have different priorities and different services and service standards.
- 1.4 The team must also collectively drive the transformation or change agenda of both Councils including the implementation of the Business Case, continuing also to seek further opportunities to maximize income and control costs whilst delivering priorities and protecting services that are important to the Councils and their communities.
- 1.5 It is important that Members approve both the structure and the appointment of post holders.
- 1.6 I have recommended 'slot-ins' to some posts to Members where there is either only one member of staff with the relevant qualification and skills within the existing teams or where there is only one applicant following other potential applicants declaring their intention not to apply for a new post in the proposed joint structure.

2 The Affordability Envelope

- 2.1 The second challenge is to ensure that the structure is deliverable within the affordability envelope set in the business case for Joint Management and Shared Services considered earlier in the agenda.

- 2.2 The overarching Business Case requires, for joint management proposals, a saving of 22% against current General Fund costs. This equates to an envelope of £825k per annum of GF resources being available to fund the new JMT giving an effective savings target of £227k.

3 Existing issues to be taken into account and resolved in this proposal

- 3.1 The third challenge is to be sure I have critically evaluated the existing arrangements to ensure that any current issues and gaps at either Council are also addressed. There are four key issues I have considered:-

(a) The temporary nature of the TDBC regeneration staff funding

- 3.1.1 TDBC needs to ensure this funding is sustainable going forward by properly integrating these posts into the affordability envelope so the funding and the posts all become permanent reflecting Members growth and regeneration ambitions.

(b) Hinkley Point (HP)

- 3.1.2 WSC needs to ensure it has the capacity to truly maximise the economic and community benefits of the proposed Hinkley Point development whilst mitigating adverse impacts, particularly during the construction period.

- 3.1.3 There is currently a temporary arrangement in place where the WSC Planning Manager is taking on significant additional responsibilities as the effective Programme Manager for the HP project. He advises Members and the CE on all Hinkley matters. He also engages regularly, at a senior level, with Central Government, other key stakeholders and EDF.

- 3.1.4 This additional role should to be recognised – even if on a temporary basis - and properly remunerated going forward.

(c) The HRA Business Plan and TDBC's landlord function

- 3.1.5 TDBC currently lacks sufficient Officer resources to effectively and safely deliver the HRA Business Plan and TDBC members clear ambitions to develop new HRA properties in the future.

- 3.1.6 TDBC has taken on circa £90 million of debt to enable the HRA to become self-financing and to deliver significant head room to fund a development programme. It would be possible for TDBC to take on further debt in the future should it choose too. This is an exciting opportunity for the Council and the community which needs to be progressed at pace. With every opportunity comes risk that must also be managed, as the debt needs to be serviced through rent collection. It is therefore critical that TDBC has sufficient leadership capacity to safely and creatively drive the HRA Business Plan and deliver the ambitious development programme.

(d) Financial risk

- 3.1.7 Both Councils face greater financial risk going forward from the new local government funding streams. We are increasingly reliant on Business Rates in particular and New Homes Bonus. Not only do we need to do all we can to develop these income streams; critically we need to protect and collect what we both currently have. The same can be said of the HRA and the reliance on sustaining, collecting

and growing the rent base. Welfare reform and the general economic pressures hitting our communities and businesses are also a risk to our own financial position.

4 Conclusion

4.1 Overall the proposal has to meet the Members ambitions, be affordable and be robust and fit for the future. Not only does it deliver overall savings; it will also deliver other benefits. These benefits will need to justify additional costs where they fall to either Council or to the HRA.

4.2 The key benefits are: -

- Greater resilience than either Council could have on their own
- Greater critical mass and capacity
- Access to a broader range of skills and experience
- A combined saving to the Council General Funds of £287.6k per annum
- Sufficient leadership and senior operational capacity to deliver Members priorities, the transformation agenda, a sustainable future for both Councils and “business as usual”
- Greater leadership capacity for the HRA at TDBC and the ability to recruit for new skills and experience for delivery of the development programme
- Provide the capacity to maximize the community and economic benefits of the proposed Hinkley Point development.
- Sustainable funding for the delivery of the regeneration of Taunton
- Provides a model for further sharing with other Local Authorities / partners moving forward
- Good fit with current government policy for local government
- The shared JMT will have greater influence at a County, regional and national level

E. The proposed structure

1 The overall approach

1.1 The proposed Joint Management Structure is set out in Appendix 3.

1.2 The overall approach is to replicate the current structure of Tier 1 (joint CE), Tier 2 (currently the Directors and proposed to remain Directors with the addition of the Assistant CE and MO) and Tier 3 (currently the Theme Managers and Corporate Managers and proposed to become the Assistant Directors).

1.3 All of the proposed posts will be part of the Joint Management arrangement for both Councils and all of the posts and post holders will serve both Councils.

1.4 The proposed Director posts will deliver the strategic leadership and will support key Members and partners / stakeholders in the delivery of Members' priorities.

1.5 The Assistant Directors will make a contribution to collective leadership and will support PFH's / Cabinet Leads and their Shadows in service development and delivery.

1.6 The Business Case suggests that the cost of Tier 2 posts should be shared 50:50 and the Tier 3 posts should be shared 80:20 (TDBC:WSC).

- 1.7 The current s151 officers have validated this modelling. It has been discussed with both Councils' External Audit Manager. It has also been independently endorsed by the Assurance Review conducted by Local Partnerships (an organisation jointly funded by the LGA and the Treasury).
- 1.8 This proposal broadly takes this approach – but – does depart from it where there is a strong and justified case to do so.
- 1.9 For TDBC the costs are also defrayed across the two funds – General Fund and Housing Revenue Account. The apportioning of costs across TDBC's funds has also been validated by the s151 officer at Taunton Deane Borough Council.
- 1.10 The proposed Joint Management posts have been independently evaluated by South West Councils using relevant market data. These posts will all sit within the JNC for Chief Officers and the post holders will be appointed on spot salaries. The report from SWC is attached at Appendix 4.
- 1.11 The retained HR Manager for both Councils supports the recommendations in the report and these are therefore featuring as part of the proposal and any increases will be funded within the approved affordability envelope.
- 1.12 As set out in the Business Plan TDBC will be the host employer on behalf of both Councils.

2 The detailed proposal for the Joint Management Team

(a) Proposed Director and Tier 2 roles

- 2.1 The proposed Director roles will all have some generic corporate roles. Collectively with the CE they will be responsible for the strategic leadership of the Councils.
- 2.2 These roles include: -
- The strategic leadership of the Councils as part of the wider JMT and specifically as part of the Senior Leadership Team (SLT).
 - Supporting Members in developing policy and strategy relating to Directors' key responsibilities.
 - Promoting the Councils externally to enhance their image, reputation and status.
 - Engaging with key partners and stakeholders to progress the key policies and priorities of the Councils.
 - Leading and driving change and results focussed culture that maximises performance against the Councils priorities.
 - To provide specific leadership to - and - contribute to any specific corporate project allocated to them by the CE.
 - To represent the Councils at sub-regional, regional and national level, negotiating on their behalf and making appropriate strategic decisions.
 - To ensure the Councils fulfil their statutory duties.
 - Holding the Assistant Directors to account for responsibilities they have been allocated and have accepted.
 - To support the Assistant Directors to deliver results
 - To promote equality of opportunity in service provision and employment practices.

- To champion all of the Councils' approved governance arrangements and ensure they are adhered to.
- Responsibility for own personal performance development and learning.
- Promote the democratic values and priorities of both Councils and support respective Councillors in fulfilling their leadership and representational role. Work with Councillors to find solutions and options.
- To contribute to the process of organisational change required to bring together the new shared service arrangement whilst maintaining the distinctiveness, quality and constitutional sovereignty of each partner council.
- To be fully committed to maintaining the success and enhancing the strength of the shared services arrangements moving forward.
- To manage performance through coaching and to ensure Assistant Directors develop a coaching culture within services.
- To act as the Councils representative from time to time in relation to civic functions.
- The post holder will make themselves available out of hours should this be required to lead and manage a response to an emergency situation, major civil contingencies or internal Business Continuity issue.

2.3 They will then also have some specific roles as set out below:

(b) Director - Operations

2.4 The key strategic role for this post is to act effectively as the 'Finance Director' for both Councils' and formally as the S 151 Officer for both Councils'. The post will also direct the key corporate, business, and support services as well as the direct front line services with the exception of those relating to housing, planning and economic development. In addition the postholder will have the role of Deputy Head of Paid Service carrying out this statutory function in the absence of the Chief Executive.

2.5 The key responsibilities of this post are: -

- Section 151 Officer for both Councils
- Leadership of Corporate, Resource and Direct Services
- Deputise for Joint Chief Executive in the Head of Paid Services role

2.6 This post has been evaluated at a salary of £85k. This will be allocated on an 80:20 basis and the TDBC proportion will be split 65:35 to the GF and HRA. The Business Case model is 50:50, but recognising the scale of the WSC business and my later proposal for the AD – Resources to be 50:50 ensuring more resource is dedicated to WSC underneath the Director I believe 80:20 offers both Councils the cover they need at this level.

(c) Director - Housing and Communities

2.7 This post will principally deliver the extra capacity needed to provide strategic leadership to the landlord function at TDBC. The post also takes a wider view on housing and community issues taking responsibility for the strategic housing functions and community development. Similarly with the Asset Management strategy and property this post will provide leadership for all assets across both the HRA and GF ensuring both funds maximise the use of return from our asset base.

2.8 The key responsibilities of this post are: -

- Leadership of HRA Business Plan
- Leadership of Strategic Housing, private sector housing, community development and Community Partnerships
- Leadership of all housing and community development based services
- Working with the Director of Growth and Development to ensure that the community impact of Hinkley Point is managed

2.9 This post has been evaluated at a salary of £80k. As this role has a primary focus on the HRA at TDBC it will not be funded 50:50 but will be allocated on a 90:10 basis and the TDBC proportion will be split 80:20 to the HRA and GF, respectively.

(d) Director - Growth and Development

2.10 This post is an externally focussed post providing strategic leadership and direction to the growth and development functions. The post will balance the need to ensure that the Councils and their areas are providing the planning framework and right environment for growth and development which will required close work with a range of partners – and – the need to be externally focussed seeking new investment into the Council areas and maintaining the relationships needed to support and retain existing businesses.

2.11 The key responsibilities of this post are: -

- Leadership of overarching growth and economic prosperity agenda for both Councils, including the proposed Hinkley Point development and the regeneration of Taunton
- Maximising inward investment and business retention
- Maximising planned housing delivery
- Protecting quality and sustainability of development

2.12 This post has been evaluated at a salary of £80k. This will be allocated on an 80:20 basis and the TDBC proportion will be wholly funded by the GF. This reflects the scale of the WSC and TDBC growth and regeneration ambitions.

(e) Assistant CE and Monitoring Officer

2.13 It is proposed to have a role at Tier 2 that is not a Directors role (which will reflect in the remuneration and therefore does not share the Directors generic corporate roles) – but – is a key Tier 2 role in terms of providing on-going support to Members and the CE and importantly is the Monitoring Officer for both Councils. It is my view that having the two other statutory officers reporting directly to the CE/Head of Paid Service is the best arrangement for the effective governance of both Councils.

2.14 The key responsibilities of this post are: -

- Monitoring Officer for both Councils
- Member / Democratic development and support
- Scrutiny development and support
- Leadership of Corporate Governance agenda
- Development and delivery of sound constitutions
- Support to Town and Parish Councils
- Support to WSC Area Panels and Taunton Deane LSP
- Support to CE in Head of Paid Service role
- Legal Services
- Communications and PR

- Elections

2.15 This post has been evaluated at a salary of £63.5k. This will be allocated on a 50:50 basis and the TDBC proportion will be split 65:35 to the GF and HRA. The Business Case model for Tier 2 posts is 50:50 and this is replicated in my proposal. The Monitoring Officer role split reflects the same thinking as the cost sharing of the CE. They both exist to serve both democratic bodies and each deserves and will need similar support. Each Council – regardless of the number of Members – has to fulfil obligations, and will have Full Council and Cabinet/Executive meetings taking key decisions. This all needs support and reflects the Members desire to remain as separate democratic bodies.

(f) Proposed Assistant Director / Tier 3 posts

2.16 The proposed Assistant Directors roles and Assistant Chief Executive role will all have same generic corporate roles as follows: -

- Individual and collective responsibility for the corporate management of the Councils as part of the wider JMT and specifically the Senior Management Team (SMT).
- Delivery of a results focussed culture which maximises performance in allocated service areas.
- To hold service leads and any contractors/partners delivering services to the Council to account for the responsibility they have been allocated and have accepted
- To support the service leads to deliver results
- To deliver equality of opportunity in service provision and employment practices
- To deliver all of the Councils' approved governance arrangements and ensure they are adhered to
- Resource management and delivery of financial targets
- To lead and contribute to any specific corporate project allocated to them by the CE or Directors
- To support the joint management and shared services arrangements through effective management of the political relationships with Members across the Councils, supporting all aspects of the democratic process
- To lead on ensuring all PFH's/Cabinet Members and their Shadows are briefed and involved in service issues, as appropriate
- To actively participate and promote a "one team" culture, promoting and supporting the Councils' values and achievements to staff, partners and the wider community
- Identify and implement new practices and technologies to continuously develop services also ensuring good value for money
- To work collaboratively, flexibly and with any services of the Councils
- To be responsible for own personal performance, development and learning
- Supporting and contributing to Council meetings and good governance
- To manage performance through coaching and to assist Service Heads/Leads to develop a coaching culture within their teams/services
- To act as the Councils representative from time to time in relation to civic functions
- The post holder will make themselves available out of hours should this be required to lead and manage a response to an emergency situation, major civil contingencies or internal Business Continuity issue

2.17 These Assistant Director posts have all been evaluated at a salary of £60k and are allocated and proportioned according to their functions.

2.18 They will then also have some specific roles as set out below: -

(g) Assistant Director (AD) – Corporate Services

2.19 This post will be responsible for all of the traditional corporate support and business services irrespective of how the Councils' currently deliver them. Specifically the post will be responsible for the following functions and the staff delivering them:-

- Senior Responsible Officer (SRO) for the SWOne partnership
- Client for SWOne Partnership
- HR and Payroll
- Customer Services
- ICT and information/data management
- Complaints and FOI
- Performance and Risk Management
- Audit
- Corporate Strategy and Business Planning
- Facilities Management
- Programme Management

2.20 This post has been evaluated at a salary of £60k. This will be allocated on an 80:20 basis and the TDBC proportion will be split 65:35 to the GF and HRA.

(h) Assistant Director (AD) – Operational Delivery

2.21 This post will be responsible for all of the front line operational services (with the exception of housing, planning and economic development) irrespective of how the Councils' currently deliver them. Specifically the post will be responsible for the following functions and the staff delivering them:-

- Environmental Health
- Community Protection & Community Safety (including Corporate Health & Safety function)
- DLO including
 - Building services
 - Parks and open spaces
 - Highways
 - Street cleansing, litter collection and public convenience cleaning including Vieola client
- Building Control
- Community Leisure, including Tone Leisure Client
- Waste, including Somerset Waste Partnership Client
- Car Parking, including Somerset County Council Client
- Business Continuity and Civil contingencies
- Harbours, beaches and coast protection
- Crematorium
- Cemeteries
- Deane Helpline

2.22 This post has been evaluated at a salary of £60k. This will be allocated on an 80:20 basis and the TDBC proportion will be split 80:20 to the GF and HRA as there are less HRA funded services in this area.

(i) Assistant Director (AD) – Resources

2.23 This post will be responsible for the services important to the financial health of the Councils. Strategically the post will help manage the new and on going financial risks the Councils' face.

- Deputy s151 Officer
- Accounting
- Budgeting and forecasting
- Treasury Management
- Exchequer Services (creditors and debtors)
- Insurance
- Procurement
- Benefits
- Revenues
- Fraud Prevention & Detection

2.24 This post has been evaluated at a salary of £60k. This will be allocated on a 50:50 basis as explained in Para 2.5 and the TDBC proportion will be split 65:35 to the GF and HRA.

(j) Assistant Director (AD) – Housing & Community Development

2.25 This post will be responsible for all strategic housing; the people based landlord housing services and community development within our key estates and within other geographical areas where we are not the major landlord. Specifically the post will be responsible for the following functions and the staff delivering them:-

- Homelessness
- Housing Advice
- Private Sector Housing
- Housing strategy
- Community Strategy (including Priority Area Strategy, HRA and GF)
- Community Development (HRA & GF)
- Health and well being
- Family Focus
- Climate Change (HRA & GF)
- Housing Management (HRA)
 - Estates
 - Supported Housing
 - Lettings
 - Income
 - Tenants' Empowerment

2.26 This post has been evaluated at a salary of £60k. This will be allocated on an 80:20 basis and the TDBC proportion will be split 20:80 to the GF and HRA.

(k) Assistant Director (AD) – Property and Development

2.27 This post will be responsible for all of the property and the asset management functions, both for the HRA and for the GF. This means this post, whilst sitting in the

“housing area” needs to operate corporately in terms of asset management, also contributing to our broader regeneration ambitions. In addition it will also be responsible for the affordable / social housing development the Councils’ deliver directly through the HRA or in conjunction with RSL partners. Specifically the post will be responsible for the following functions and the staff delivering them:-

- Property Services (HRA and GF)
- Asset Management (HRA & GF)
- Development (HRA & GF)
- Housing Enabling

2.28 This post has been evaluated at a salary of £60k. This will be allocated on a 90:10 basis reflecting the greater HRA focus in this role compared to the others, and the TDBC proportion will be split 20:80 to the GF and HRA.

(l) Assistant Director (AD) – Planning & Environment

2.29 This post will be responsible for creating an environment necessary for growth and prosperity leading on all of the planning strategy and functions and the infrastructure delivery needed to ensure our ‘places’ are ready to attract and embrace growth. The post will also be responsible for ensuring that growth and development is sustainable and the nature and quality of our environment is protected. Specifically the post will be responsible for the following functions and the staff delivering them:-

- Development Management
- Planning Policy
- Master planning
- Major regeneration schemes
- Major urban extensions
- Planning obligations including CiL and Section 106
- Infrastructure
 - Strategy
 - Delivery
- Heritage and Landscape

2.30 This post has been evaluated at a salary of £60k. This will be allocated on an 80:20 basis and the TDBC proportion will be wholly funded by the GF.

(m) Assistant Director (AD) – Business Development

2.31 This post will be a strong business advocate who is outward focussed, creative and commercial. They will be responsible for attracting, sustaining and developing business and inward investment. This post will be externally focussed and will bring wider commercial skills to the Councils. Specifically the post will be responsible for the following functions and the staff delivering them:-

- Inward Investment
- Business support and retention
- Tourism
- Marketing and Events
- Economic development
- Cultural development
- Providing commercial input across both Councils
- Economic Partnerships
 - Into Somerset

- Town Centre Company
- Chambers of Commerce

2.32 This post has been evaluated at a salary of £60k. This will be allocated on an 80:20 basis and the TDBC proportion will be wholly funded by the GF.

3 Other structural issues

(a) Business / Corporate Support

3.1 Each “director area” should be supported by robust Business Support functions. This will be a priority for the Directors to progress as an early phase of the shared service proposals. They will be reviewed as part of the shared services phase of the Business Case implementation.

(b) Programme Management - Transformation

3.2 Whilst the on going transformation and project work will be led by the CE and the new JMT the work also needs to be supported at both Councils by robust programme and project management arrangements.

3.3 I believe a permanent programme management function will be required to not only support the delivery of the Business Case implementation but also the other projects currently important to both Councils now and in the future.

3.4 This function would report to the AD – Corporate Services.

3.5 This function should be shaped and delivered as an early part of the Tier 4 element of the shared services proposal once the AD – Corporate Services is in post. The funding will come from the affordability envelope allocated to this area.

3.6 As this function is needed immediately to ensure continuity of support for the Business Case implementation sufficient funding was included in the “transition” costs to allow this role to be carried out on a temporary basis until April 2014.

(c) Programme Management – Hinkley Point

3.7 The proposed Hinkley Point C development is one of the biggest construction projects in Western Europe.

3.8 WSC is also involved in work of the National Grid to connect up to the Bristol area. For WSC they have the sole responsibility for being the Planning Authority and a shared responsibility with Central Government and other Local Authority partners in securing much wider economic and community benefits. Whilst collaborative working is vital, it is equally important that WSC punches above its weight in terms of securing what is right and fair for its local community.

3.9 To date WSC have been successful in engaging with the different tiers of government, EDF, other stakeholders and its local communities. This has been to the credit of Members and staff and, in particular, the CE, the Planning Manager and staff that have been funded by EDF.

3.10 At this point in time there is a hiatus in progress on site as Central Government and EDF continue to negotiate on the “strike price” which is essentially the price the

government will “guarantee” for the electricity generated. There are in addition a number of other issues that will require a resolution prior to the Board of EDF making a ‘Final Investment Decision (FID)’. However, I believe it is important that WSC continue to ensure they are best positioned to take up the challenges should Hinkley Point C progress to full construction.

- 3.11 As part of this proposal the Director of Growth and Development will be the senior lead on Hinkley Point. Supporting roles will be needed similar in nature to those currently deployed by WSC. In the interim whilst we await the FID I would recommend that WSC extend their current arrangements for programme management and recognise the role that their Planning Manager has had and will continue to have in this regard.

F. Implementation of the proposal

- 1 In HR terms all of the current post holders, from both Councils CMTs, apart from those recommended as direct slot-ins, are effectively “at risk” and are therefore within the “pool” or “ring fence” for any of the new roles in the proposed JMT. The ring fence effectively has two levels – those post holders currently occupying the Tier 2 posts and those occupying the Tier 3 posts.

- 2 The implementation proposal set out below deals with Tier 2 posts first, the Monitoring Officer posts that effectively straddle the tiers and the Tier 3 posts.

3 Tier 2 posts and the Monitoring Officer role

- 3.1 As stated earlier in this report, the appointments to the new JMT are ultimately Member appointments and any direct recommendations for appointment that I make in this report via the “slot in” mechanism will require formal approval by both Full Councils. This is effectively the mechanism used to appoint the current Joint Chief Executive.

- 3.2 In recommending “slot ins” to Members it is essential to ensure that the individuals involved meet the required competencies.

- 3.3 In some circumstances the ability to propose a “slot-in” arises because there is only one suitable candidate in the pool. This may occur through accepting at this early point any declaration from another member of staff at risk that they do not intend to apply for a new role in the JMT.

- 3.4 In these circumstances I have ensured that neither Council is in effect accepting a declaration that would leave the Council needing to recruit externally for the skills and competencies these people have.

- 3.5 I am proposing for consideration by Scrutiny - before final recommendation to Full Council - the following “slot ins” and internal recruitment: –

(a) Director - Operations

- 3.6 This post will need to have an approved professional financial qualification to take up the role of s151 Officer.

- 3.7 There is only one suitably qualified officer in the ring-fence and this is Shirlene Adam. I also believe that she meets the full requirements of the Job Description and Person Specification (which includes the key competencies).

3.8 I am therefore proposing to recommend to Full Council on the 12 November 2013 that Shirlene Adam be “slotted in” and appointed to this role. She would commence this new role from the 1 January 2014.

(b) Director - Growth and Development

3.9 During the course of informal consultation on the creation of a new JMT two of the current post holders in the ring fence for a new Director role, (Joy Wishlade and Bruce Lang) have made it clear that they do not wish to take up a new post at this level, or at all.

3.10 As a consequence Brendan Cleere is the only candidate in the ring fence for this new post.

3.11 He is currently the Strategic Director at TDBC responsible for the Growth & Development area. The new joint role is also focused on this business area. I believe that he meets the requirements of both the new Job Description and the Person Specification.

3.12 I am therefore proposing to recommend to Full Council on the 12 November 2013 that Brendan Cleere be “slotted in” and appointed to this role. He would commence this new role from the 1 January 2014.

(c) Director - Housing and Communities

3.13 There are no candidates in the Tier 2 element of the ring fence that meet the requirements of this post.

3.14 I believe that the required skills and experience does exist in the wider JMT ring fence and therefore I am proposing that Members approve an internal recruitment process ring fenced to the Officers at Tier 3 in the first instance.

3.15 If a successful internal recruitment from the ring fence pool were not to be made I would recommend the post then be advertised externally.

(d) Assistant CE and Monitoring Officer (MO)

3.16 It is essential this post holder has experience of the Monitoring Officer role and of supporting Members and the CE.

3.17 There are two Officers in the ring fence who meet this requirement and the requirements of the Job Description and Person Specification.

3.18 During the course of informal consultation on the creation of a new JMT one of the Monitoring Officers, in the ring fence, Tonya Meers, has made it clear that she does not wish to take up a new post in the new JMT.

3.19 As a consequence Bruce Lang is the only candidate in the ring fence for this new post.

3.20 He is currently the MO at WSC responsible for the range of services the new joint post will also have under their control. I believe that he meets the requirements of both the new Job Description and the Person Specification.

3.21 In addition, in terms of blend of experience and knowledge, this slot in enables Members at WSC and the Joint CE to have some guaranteed 'continuity' at a senior level within the JMT from the existing Tier 2 level of the WSC CMT.

3.22 I am therefore proposing to recommend to Full Council on the 12 November 2013 that Bruce Lang be "slotted in" and appointed to this role. He would commence this new role from the 1 January 2014.

3.23 The role of Solicitor to the Council for West Somerset Council will continue to be delivered as part of their current Legal Services partnership with Mendip District Council pending the consideration of a wider Business Case for shared legal services. For Taunton Deane Borough Council this role will be carried out in the interim by the current Legal Services Manager, again pending the consideration with Mendip and West Somerset Council of a wider legal shared service.

4 Tier 3 Assistant Director posts

4.1 I am proposing that these posts are recruited internally from the ring fence of those Officers remaining at risk within the JMT pool with the exception of the following four posts: -

(a) AD – Planning and Environment

4.2 This post will need to have an approved professional planning qualification.

4.3 There is only one suitably qualified Officer in the ring-fence and this is Tim Burton. I also believe that he meets the full requirements of the new Job Description and Person Specification (which includes the key competencies).

4.4 I am therefore proposing to recommend to Full Council on the 12 November 2013 that Tim Burton be "slotted in" and appointed to this role. He would commence this new role from the 1 January 2014.

(b) AD – Business Development

4.5 I am proposing that this post should go straight to external recruitment.

4.6 The closest match to this role is the current TDBC Regeneration Manager role that focuses on the commercial aspects of the TDBC regeneration programmed. This is a temporary post due to end in July 2014.

4.7 The new role also has a wider brief than any existing post in either organisation.

(c) AD – Resources

4.8 I am proposing that this post should go straight to external recruitment.

4.9 The post holder must have a suitable financial qualification to take up the proposed Deputy s151 role – and – none of the post holders at risk at Tier 3 level are suitably qualified.

(d) AD – Property and Development

4.10 I am proposing that this post should go straight to external recruitment.

- 4.11 This is a role and post new to both Councils and none of the post holders currently at risk have the full range of skills and experience required for the new role.

G. Appointment process

- 1 Members will be involved in all appointments either by approving all or some of the proposed slot ins at Full Council – and – through involvement in all internal and external recruitments.
- 2 Appendix 5 sets out the procedure for the implementation of these proposals.

H Consultation and support arrangements

- 1 The joint CE supported by the WSC CE has carried out informal consultation with all individuals affected by the proposal. I have also consulted with JMAP members and with the Leaders and relevant PFH's.
- 2 Formal consultation took place at the Joint UNISON Board of the 6 September 2013 on the implementation arrangements – and – on the 9 October 2013 on the substantive proposals. Branch Secretaries were formally notified in writing of the proposals, procedures to be followed etc on the 1 October 2013.
- 3 Formal consultation has also commenced with all affected staff based on the detail in this proposal. As a consequence a number of staff are formally at risk of redundancy on 1 October 2013.
- 4 Formal consultation will close on the 31 October 2013 and will be used to inform the final proposal going to Full Council at both Authorities. Any interim responses received will be verbally reported to the scrutiny meetings.
- 5 Support is being given to all staff affected by the proposal.

I HR consequences of the proposal

- 1 The slot-ins proposed arise in some circumstances due to other at risk individuals expressing their intent not to apply for certain posts or any post in the new JMT.
- 2 Current policy encourages the Councils to actively consider these expressions, some of which are essentially requests for voluntary redundancy. It is however important that the Councils are certain they can safely accept these requests in terms of the skills no longer being needed or being able to be found elsewhere in the establishment without incurring additional on going or one off termination costs than is strictly necessary.
- 3 In developing this proposal I have taken the policies and requests into account. The consequence is that should this proposal ultimately go forward intact to Full Council with a recommendation for approval the following members of staff will be made redundant on a voluntary basis: -
 - Strategic Director TDBC – Joy Wishlade
 - Theme Manager TDBC – Legal & Democratic Services and MO – Tonya Meers
 - Corporate Manager, WSC – Steve Watts
- 4 These requests have facilitated the proposed slot ins to the Director of Growth & Development and Assistant CE and MO posts.

- 5 The post holders named above will be made redundant, Joy Wislade and Tonya Meers will leave the authority on the 31 March 2014. Steve Watts will leave on the 31 December 2013. In the interim they will facilitate hand-overs, completion of projects due before they leave and the development of the shared services proposals.
- 6 The one off cost of this proposal is therefore £213k, to be borne £64k by WSC, £131k by TDBC's GF and £18k by TDBC's HRA. The details are set out in the confidential appendix 7.
- 7 If the slot-ins are not approved then external recruitment will be required and the four post holders where slot ins are proposed will then be at risk of redundancy and formal consultation with them will begin.
- 8 The potential additional one off cost should Members not approve any of the slot ins and the current post holders be made compulsory redundant would be approximately £419k, which would be borne £186k by WSC, £202k by TDBC's GF and £31k by TDBC's HRA.
- 9 Should the slot ins not be approved and the internal recruitment process not be successful, the maximum one-off cost for redundancy and external recruitment could be almost £1m.
- 10 However, based on an average cost of redundancy at this level, the estimated total redundancy figures are projected to be £357k, which would likely be incurred £93k WSC, £233k TDBC GF and £31k TDBC HRA.
- 11 Provision would also need to be made for the cost of external recruitment. As the proposal stands there are three posts recommended for external appointment and the costs of the process can probably be found from existing budgets. Should this number rise to six then Members may be requested to approve a one off supplementary estimate to fund the costs. As an indicator this would cost circa £18k for a set of appropriate national advertisements.
- 12 Increasing the scale of external recruitment beyond the implementation proposal set out here could also delay the implementation of the entire JMT as it would make sense to complete the recruitment to Tier 2 posts before recruiting to Tier 3 posts. This could mean the entire team would not be in place until July 2014, which would have a knock on effect on the pace of implementation of the Business Case and shared services.

J Finance Comments

- 1 The cost of the new Joint Management Team comfortably fits within the affordability envelope that was recommended by the Joint Project Board and approved by the Joint Members Advisory Panel. This affordability envelope of £825k gives the combined General Funds of TDBC and WSC a saving of £227k from the current total GF cost of senior management of £1.052m.
- 2 The proposals contained within this report would cost the combined GFs £784.7k, producing a total saving of £267.2k. Although there is a total saving to the combined GFs of this amount, WSC will actually incur an additional cost of £10.6k under this proposal, due to the current relatively low level of remuneration for their senior management and the small size of the management team. TDBC's GF, on the other hand, will save £277.8k.

- 3 The impact on TDBC's HRA of this proposal will be an additional cost of £77.6k. This additional on-going cost to the HRA will provide greater resilience to the Housing Revenue Account at a time when both its size and its importance to TDBC are growing.
- 4 If the proposed slot-ins and redundancies contained within this report are approved, there will be a one-off cost of £213k, to be borne £64k by WSC, £131k by TDBC's GF and £18k by TDBC's HRA. The potential additional one-off cost should Members not approve any of the slot-ins and the current four post holders were to be made compulsorily redundant would be approximately £419k, which would be borne £186k by WSC, £202k by TDBC's GF and £31k by TDBC's HRA.
- 5 Should the slot-ins not be approved and the internal recruitment process not be successful, the maximum one-off cost for redundancy and external recruitment could be almost £1m. However, based on an average cost of redundancy at this level, the estimated total redundancy figures are projected to be £357k, which would likely be incurred £93k WSC, £233k TDBC GF and £31k TDBC HRA.
- 6 The financial assumptions made – and – impacts of this proposal have all been signed off by the s151 Officer at each Council.

K Engagement with Members

- 1 Members will play a pivotal role in the success of the new JMT.
- 2 The proposed structure and posts together with their accompanying job descriptions and competency based person specifications have been based around Member priorities.
- 3 It is important leading Members support the CE in ensuring that annual appraisals and resultant delivery plans for each member of JMT set clear strategic direction and targets based on Members aspirations, priorities and requirements.
- 4 All Members hold an important role in helping the new JMT to be a success and in supporting all of the new arrangements that will be driven by the Business Case. This ranges from keeping abreast of the changes, influencing where they can, through briefings and other communications. There will be specific work streams notably connected to the broader transformation agenda and future of service provision that it is critical all Members steer and become fully involved in.
- 5 There is a renewed opportunity to put effort and emphasis into Member development across, within and at an individual level at each Council.
- 6 The independent sovereignty of the two Councils must absolutely be respected and maintained.
- 7 This does not mean however that there is no need for Members to also change the way they interact with each other and Officers.
- 8 There is more capacity in the JMT than there would be in two separate CMTs of the future – but – there is inevitably less capacity than there is now. Members can assist the JMT in particular by accepting that accessibility does not always mean face – to – face visibility – and – in accepting that joint work / briefings on common areas of importance are sensible

L Conclusion

- 1 I believe that this proposal delivers against the objectives and challenges I have been given.
- 2 They deliver a robust and effective JMT within the General Fund affordability envelope.
- 3 It also delivers resilience, capacity and an ability to deliver both Councils' wider ambitions whilst also ensuring there is sufficient capacity to manage both "business as usual" and the further transformation that will be required to ensure a sustainable future for both Councils'.
- 4 It also addresses the issue of lack of capacity in the HRA function at TDBC albeit at an additional cost to the HRA. This is appropriate in view of the ambitions of Members to further progress development.
- 5 The ability to recommend what I believe to be excellent slot in proposals would allow the new JMT to get off to a flying start given that the majority of Tier 2 posts would be able to be filled quickly enabling the Business Case implementation and recruitment to the remaining posts to go forward quickly. This also minimises the key risk to business continuity. It also minimises compulsory redundancies and recruitment costs.
- 6 The majority of posts will require the establishment of Member recruitment panels and we have an agreed process for establishing these quickly.
- 7 I believe that it is possible to have the vast majority of the proposed JMT up and running by the 1 January 2014. The external recruitment proposed will take longer and it is probable that these posts will not be able to be in place until March/April 2014. If any external recruitment becomes required as a result of internal recruitment not being successful or slot ins not being approved these posts may not be in place till July 2014.

M Legal Comments

- 1 There are no direct legal implications arising from this report.
- 2 The report deals with all of the statutory roles the Councils' need to have on the establishment.

N Links to Corporate Aims

- 1 This report proposes a structure which reflects the current corporate priorities of both Councils.

O Environmental Implications

- 1 There are no direct environmental implications arising from this report.

P Community Safety Implications (if appropriate, such as measures to combat anti-social behaviour)

- 1 There are no direct community safety implications arising from this report.

Q **Equalities Impact**

- 1 Under the Public Sector Equality Duty, there is a requirement to carry out an analysis of the effects on equality of existing and new policies and practices. This includes the effect on employees as well as the community.
- 2 An Equality Analysis has been carried out and is reproduced at Appendix 6.

R **Risk Management**

- 1 The risks associated with the creation and implementation of the overarching Business Case are set out in the proceeding report and at Appendix H to the Business Case document. Many also relate to the creation of the Joint Management Structure. Members should take these into consideration as part of this proposal as well.
- 2 The key risks I would highlight are:-
 - Breakdown in relationships between Leaders – and Leaders and the Chief Executive.
 - Loss of local political support for shared services
 - Not meeting Member’s expectations
 - Existing projects and priorities impacted by Shared Services (and joint management) implementation
 - The project takes focus away from other actions/projects needed to resolve the MTFP
 - Loss of knowledge/key personnel
 - Individuals workload increases
- 3 These risks will need to be continually reviewed and actively managed with respect to the overarching Business Case and the implementation of the Joint Management proposals.

S **Recommendations**

- 1 The views of Corporate Scrutiny are requested on the overall proposal.

Contact: Penny James, Chief Executive Officer
 Direct Dial No 01823 356421
 E-mail address p.james@tauntondeane.gov.uk

 Martin Griffin, Retained HR Manager
 Direct Dial No 01823 356533
 E-mail address m.griffin@tauntondeane.gov.uk

APPENDIX C: Staff Consultation Response with Comments

Ref	TDBC / WSC	Comments	Management response
MSA1	TDBC	<p>The AD Direct Services post appears to have a considerable amount of services and whilst I can see the links that connect these services I could equally see that the client arrangements for Car Parking and the Waste Partnership could be managed by the AD for Corporate Services.</p> <p>The title of AD Direct Services does not really explain what the role does; perhaps AD Operations Delivery might be more appropriate.</p> <p>I think that the statement at 4.11 could be reworded as it seems harsh when people will be able to identify who that relates to.</p>	<p>Although there is a client car parking function for TDBC, car parking services for WSC are still delivered 'in-house' therefore, it makes sense to keep the two together under the AD – Operational Delivery. The Waste partnership is seen as part of operational service delivery therefore will stay with the AD – Operational Delivery.</p> <p>Your comment on the job title is noted and this has been changed.</p> <p>This is not a statement on the capabilities of any of the employees within the ring fence but refers to the wider corporate role that the post holder would need to undertake.</p>
MSA2	TDBC	<p>I am writing to confirm that I am of the firm opinion that my role could and should be “slotted in” to the one above. I have read the job description and other material time and time again and am struggling to see where this differs from what I do on a day to day</p>	<p>The new role of Assistant Director - Business Development is fundamentally different to any of the current posts within the Councils. This post will form part of the Joint Management Team and as such will have a number of corporate roles to fulfil which are</p>

		<p>basis to any significant extent at all. The role incorporates most of the issues I feel have been lacking in the past, some of which I have tried to fulfil, and seems to be a very robust one. As you are aware, my current role is a diverse one and as well as being in place to deliver the major regeneration schemes and to handle the major and complicated negotiations that these entail, I have involvement with all manner of other council issues and more particularly the commercial aspects.</p>	<p>significant in addition to the functions that are specific to the role.</p> <p>Having taken consultation feedback into consideration, these posts will not go straight to external recruitment but employees at risk of redundancy will be given an opportunity to apply for the positions in the first instance.</p>
MSA2	TDBC	<p>As far as suggested new Structure as a whole is concerned I am concerned that the delivery of the major and mid range regeneration projects is not really allowed for. These projects, Firepool, Orchard, TYCC, The Market House, Brewhouse “restaurant” and probably the Rethink need a really concentrated and focussed effort if they are to be delivered satisfactorily or at all. Delivery of schemes such as these is a job role on its own. The values are high, the legal agreements and the development process are complicated, the national “marketing” is vital, and our partners are usually going to be significant organisations represented at a senior or very senior level. It is also my view that, though this hasn’t worked well to date, there should be a close tie between this role with the ED function which in its turn, and as acknowledged in the draft, needs to put more emphasis on Inward Investment rather than concentrate so much on local and minor issues. This is all a matter of effective leadership.</p>	<p>Management believe that the proposed structure does give adequate capacity at a senior leadership level for the delivery of important regeneration projects. Growth is a priority area for TDBC and WSC, and has been reflected in the proposals.</p>

MSA3	TDBC	<p>On the whole I think the structure is right and is robust to deliver the services in the future.</p> <p>Just a couple of points which I'm not sure may be covered in individual job descriptions but just in case they've been missed.</p> <p>AD for Corporate Services. I noted that there was no mention of the Data Protection Officer and the Link officer for the Ombudsman and I'm assuming that these roles will also be incorporated with this role but perhaps should be made clear as there is personal responsibility attached to the role of the Data Protection Officer.</p> <p>AD Operational Delivery. I'm assuming the Land Charges is being incorporated with Building Control but as it's a statutory function perhaps should have a specific mention.</p> <p>Otherwise I hope the structure is approved as set out.</p>	Your comments are noted and changes made where appropriate
MSA4	TDBC	<p><u>General</u></p> <p>The need for restructuring at all levels in the organisation is clear and unarguable; whether as part of any joint working arrangements with WSC or otherwise. I argued the case for this as long ago as 2005/6 when Steve Hughes was first tasked with looking at organisational issues and the case is much more compelling now than then....</p> <p>I support the general arrangements proposed at Tier</p>	Management believe that the proposed structure does give adequate capacity at a senior leadership level for the delivery of important regeneration projects. Growth is a priority area for TDBC and WSC, and has been reflected in the proposals.

		<p>2 level with regard to the suggested number of posts and their broad range of responsibilities.</p> <p>I do not support the suggested slot in for the post of Director of Growth and Development. This is the most important 'outward facing' role in the entire council and is the post responsible for improving the council's currently poor (in my view) relationship with and perception by the business community and other key external partners. This is not a simple and 'generic' management role and requires someone with particular understanding of the wider business environment, together with broad commercial and entrepreneurial skills and the ability to present a credible 'face' to all of the wide range of the council's external business partners involved in the delivery of growth and development. The postholder also needs to be able to manage and drive forward the delivery of and maximise the benefit from ambitious and very complex growth and regeneration proposals; particularly in Taunton town centre. This requires a detailed understanding of practical delivery and viability issues; something which only comes with considerable real and practical experience of working in these areas.</p> <p>In addition, the postholder needs to ensure that both councils maximise the benefits from the delivery of Hinckley 'C'. This requires experience of major inward investment and development proposals and an ability to co-ordinate partner engagement with key external stakeholders.</p>	
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	<p>In my view, this post should be advertised externally for competition to ensure that a full range of candidates with a variety of relevant skills and backgrounds can be properly and objectively considered and evaluated.</p> <p>At tier 2 level, I have a number of general concerns:</p> <ul style="list-style-type: none"> • Positioning the Assistant Director Property and Development under 'housing' may appear to make sense in that (for instance) a small majority of the day to day work undertaken by the SW1 property services team is currently for the HRA (52% HRA vs. 48% GF). This, however, ignores the fact that most of the council's most valuable assets are in the GF and that the team currently have relatively little involvement in the major town centre regeneration schemes. If that were to change as a result of the planned restructuring then this balance/split would change fundamentally and any logic of positioning that post and the supporting team within 'housing' would, in my view, be very significantly weakened • Positioning responsibility for major regeneration schemes under the post of Assistant Director Planning and Environment makes absolutely no sense at all in my view. Presumably, and amongst many other things, this includes all of the major regeneration projects currently delivered under the banner of 'Project Taunton', together with all of the 	<p>This post will be required to manage the ambitious Housing Development Programme for TDBC, this is a major project and therefore it is logical that this post reports to the Director of Housing and Communities.</p> <p>Your comments on the conflict between landowner and LPA are noted. We know of examples in other local authorities where this does work, however, we do need to be mindful of the potential for conflict.</p>
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		<p>various further projects which may arise from the currently ongoing town centre 'rethink'. Not only does the relevant experience and expertise not exist either in post or in the wider existing team structure, the CAPACITY to deliver (or manage the delivery of) a wide range of very complex schemes most certainly does not exist within the proposed structure. Moreover, many of the town centre regeneration sites are owned by TDBC and this presents an immediate potential 'conflict' between the council in its role as landowner and in its role as LPA. Avoiding that conflict should be a matter of real concern for the council and is something which these proposals seem to ignore completely.</p> <ul style="list-style-type: none">• From studying the proposed job descriptions for the posts of Assistant Directors Property and Development, Planning and Environment and Business Development; there is absolutely no clarity whatsoever about which role will be responsible for the practical and/or detailed delivery of anything! All of the very large and complex regeneration projects seem to fall completely between the cracks with no suggestion that it will be anyone's particular responsibility to either deliver or manage the delivery of specific projects such as Firepool, the High Street retail scheme, the strategic flood project ,the delivery of strategic employment sites, etc, etc, etc. When achieving many of these project contributes so	<p>Much of the detail of who will take ownership for specific projects will be decided as the Joint Management Team is implemented. It is not always possible or feasible to list all workstreams and projects in job descriptions as these will change over time.</p>
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		<p>significantly to the delivery of the highest priorities within the council's Corporate Business Plan AND offers the potential to transform the council's financial and business position, that seems a very startling and peculiar omission.</p> <p>My overriding concern is to ensure the ongoing availability of adequate capacity at an appropriate level and with sufficient experience and expertise to deliver all of the regeneration and property work; both currently underway AND that which is likely to arise as a result of the shortly to conclude town centre 'rethink'. I am genuinely concerned that the proposals completely fail to recognise the quantity, range and complexity of work currently being undertaken by the two existing posts of Regeneration and Delivery Manager.</p> <p>I can see no suggestion that this capacity, experience or expertise is either retained or recreated within the proposed structure. As a result, I see little or no realistic prospect of the structure being fit for purpose and able to maintain the successful delivery of complex regeneration and growth projects achieved to date. Certainly, it may be possible to buy in that capacity, experience and expertise; but at a very considerable price and one which is very unlikely to represent good value for money compared with existing arrangements.</p> <p>Clearly, I fully accept the need to ensure that structures are fit for purpose and delivery both good</p>	<p>Your comments are noted.</p>
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	<p>value for money and the delivery of corporate priorities. I would suggest that, as currently proposed, this structure does neither.</p> <p>Maybe, an alternative model where delivery of key growth and regeneration schemes is achieved through the retention of dedicated resources on temporary contracts largely or wholly funded from the proceeds of delivering that growth (land sale receipts, growth in business rates achieved, etc) might be another model worthy of further consideration.</p> <p><u>Personally</u></p> <p>I find the suggestion that there is no-one internally capable of fulfilling the role of Assistant Director Property and Development very strange. As the council's current corporate/GF property client and with my experience and expertise in this area of activity (including in HRA elsewhere), I am quite certain that I adequately fulfil all of the requirements of the JD/person specification.</p> <p>I find the suggestion that there is no-one internally capable of fulfilling the role of Assistant Director Business Development equally strange. Ignoring the fact that the role seems to mirror almost exactly that of the current post of Economic Development</p>	<p>The new role of Assistant Director – Property and Development is different to any of the current posts within the Councils. This post will form part of the Joint Management Team and as such will have a number of corporate roles to fulfil which are significant in addition to the functions that are specific to the role.</p> <p>Having taken consultation feedback into consideration, these posts will not go straight to external recruitment but employees at risk of redundancy will be given an opportunity to apply for the positions in the first instance.</p> <p>The role of Economic Development Manager is outside of the ring fence for the Joint Management Team. Again it is considered that this new role of Assistant Director – Property and Development is different to any of the current posts within the Councils. This post will form part of the Joint Management Team and as such will have a number of corporate roles to fulfil which are</p>
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		<p>Manager, it would appear to be a lesser role (scope, managerial responsibility, etc) than the one to which I was appointed at TDBC in 2003. In the circumstances, I find the assertion that there is no-one in house possessing the relevant experience and expertise entirely wrong.</p>	<p>significant in addition to the functions that are specific to the role.</p> <p>However, if the post is still vacant after 'at risk' employees have had the opportunity to apply the position will be advertised to all internal employees of WSC/TDBC.</p>
MSNA1	TDBC	<p>Under the proposed structure, the Revenues and Benefits Service (that currently includes Fraud Prevention and Detection) would report through the Assistant Director for Resources. I have concerns the "positioning" of the Revenues and Service in the proposal would not be appropriate. I hold this concern because the service (including Fraud) is not just a "transactional" or financially led but is strongly "customer focussed". To separate Customer Services (which is to be managed within the Corporate Services Assistant Directorship) from Revenues and Benefits is in my opinion, creating barriers. My understanding is that in WSC, some of the customer interaction for Revenues and Benefits is currently delivered through their Customer Contact Service, so splitting leadership for this function in future may well hamper opportunities for economies of scale and potential savings when the Councils come together.</p> <p>While I accept the Revenues and Benefits Service has an enormous impact on the finances of the respective Councils, engagement with our customers</p>	<p>The comments are noted and as the member of staff has pointed out the importance of Revenues and Benefits to both customer services and the financial position of the Council is accepted.</p> <p>All posts within the Joint Management Structure will be required to operate corporately and fully embrace the needs for customer service and cross service working to be a high priority.</p>

	<p>hugely influences that performance. In former managerial relationships, a focus purely on the finance had a detrimental effect. The new Assistant Director leadership needs to have a deep understanding of customer behaviour and how services are delivered to maximise return. This is especially important as the service will be increasingly affected by future Welfare Reform, e.g. Universal Credit.</p> <p>The Revenues & Benefits Service needs to be led by an Assistant Director to ease co-ordination across other similarly affected services. It is unfortunate there is no proposal to create a structure whereby “front-line” service delivery is a consideration. In addition, due to the nature of the HRA, there can be no coming together of Housing Services with Revs & Bens, ICT, Customer Services and Facilities. At the very least, even if Housing cannot be part of a combined structure, splitting off Revs and Bens from similar services within the Corporate Services structure, would in my opinion be a huge step backwards.</p>	
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MSNA2	WSC	<p>I would have hoped that the strong links between Strategic Housing/Benefits/Revenues (particularly between Housing and Benefits) could be maintained. I was also hoping that the same links could be developed in Taunton.</p> <p>The proposed structure indicates that it will not.</p> <p>The Strategic Housing Service operated by West Somerset Council and Taunton Deane has little in common with the landlord function of Taunton Deane. I feel it should be separate as West Somerset and Magna West Somerset are separate.</p>	<p>Your comments are noted, the new Joint Management Team will be strongly encouraged to embrace cross service working so that links between services under the direction of different managers are maintained.</p>
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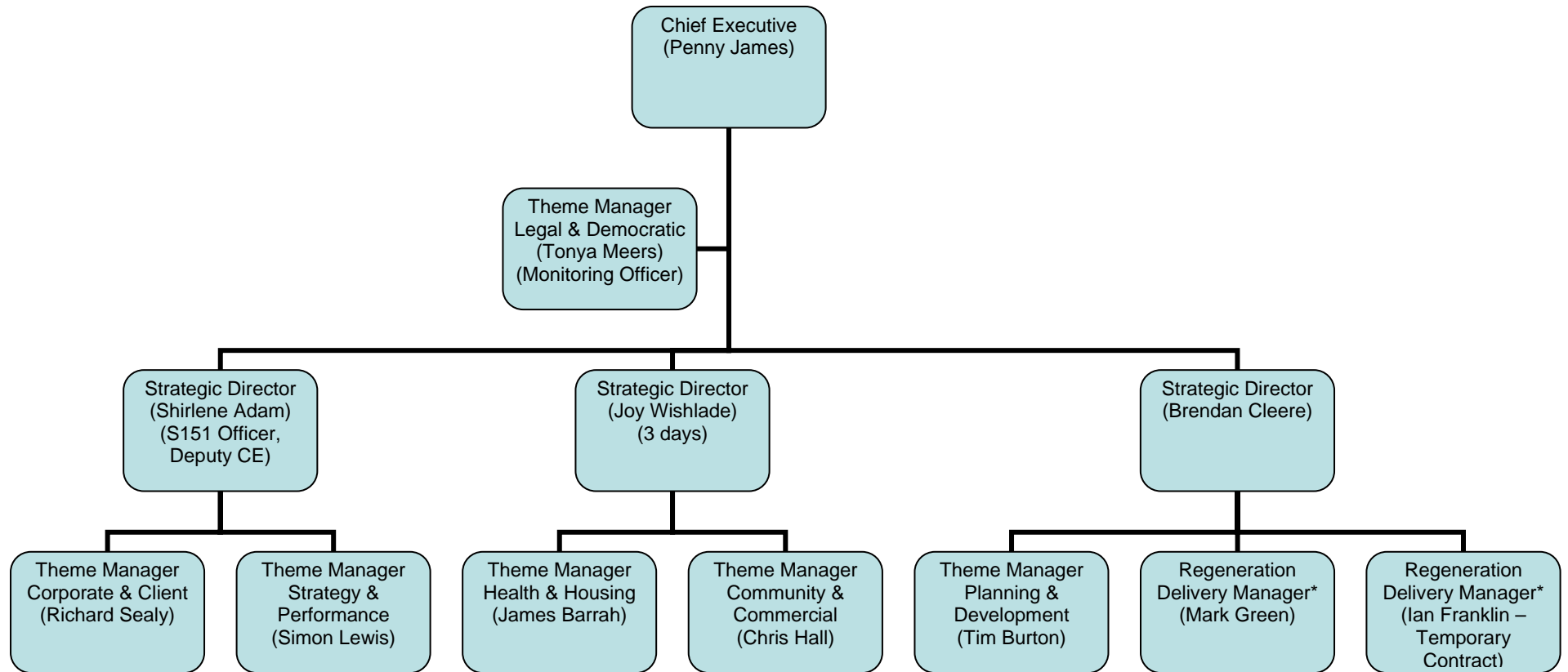
U1	TDBC/ WSC	<p>UNISON Branches and the Regional Officer have been consulted on the development of the Business Case for Shared Services and the Joint Management proposals.</p> <p>Regular meetings have taken place during the year with representatives from West Somerset, Taunton Deane and the Regional Officer which have culminated in the collective agreement.</p> <p>UNISON has conducted a survey of staff (members and non members) to gain their views on a range of issues.</p> <p>In respect of the Joint Management proposals these have been shared with UNISON along with the proposals for gradings and implementation.</p> <p>Although there are recommended salary increases for these new posts UNISON note that these have been evaluated against the market through South West Councils. From a UNISON perspective it is important that such an evaluation has taken place and that going forward new posts below the joint management structure will be evaluated against the agreed TDBC Job Evaluation Scheme.</p> <p>UNISON has also noted the implementation plans for these posts and have no comments to make nor have we received any representations from affected staff.</p> <p>There are three posts that are recommended to go 'straight to external recruitment'.</p>	<p>UNISON comments are noted and having taken these and other comments into account all posts (not subject to slot in) will be advertised internally (to 'at risk' employees in the first instance) then if not filled to all WSC/TDBC employees.</p>
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		<p>The agreement in the past at West Somerset Council has been that jobs are advertised internally in the first instance, giving existing staff who meet the job requirements/specification the opportunity to apply and be interviewed and the post would only then be advertised externally if the internal candidates are unsuccessful.</p> <p>In Tier 3 for instance there is an Assistant Director – Resources post which potentially has at least three internal candidates from within Taunton Deane and West Somerset who are not ring-fenced as they are currently in a lower tier.</p> <p>If the job goes to an external applicant potentially one or more current members of staff from West Somerset and/or Taunton Deane could be made compulsory redundant if there aren't sufficient posts at the lower tier for those employees. Therefore increasing the severance costs for the Councils.</p>	
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APPENDICES

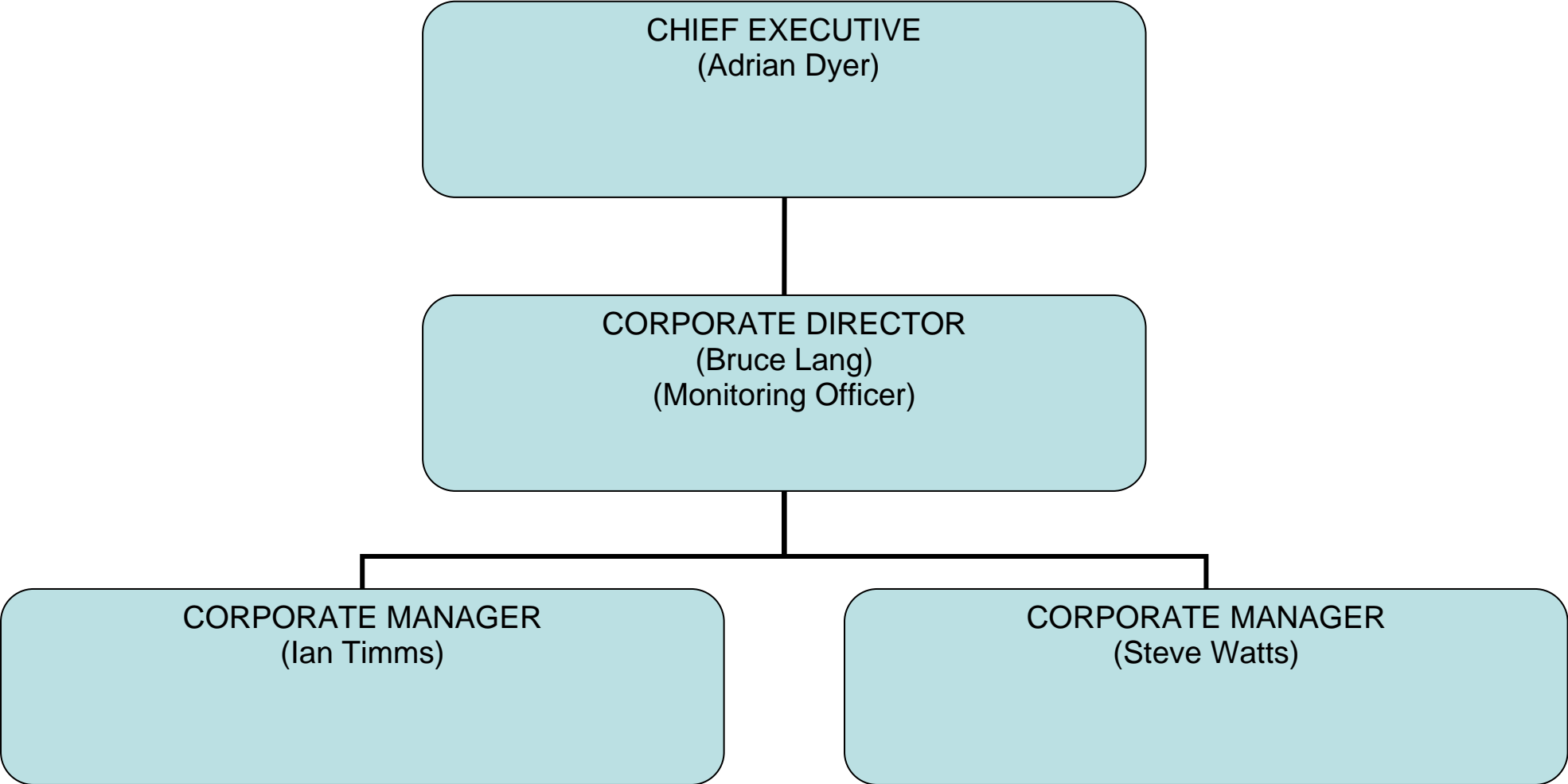
APPENDIX	TITLE
1	Current Structure (Taunton Deane Borough Council)
2	Current Structure (West Somerset Council)
3	Proposed Joint Structure (Taunton Deane Borough Council & West Somerset Council)
4	SWC report on Remuneration of Shared Management Team
5	Detailed Implementation Plan
6	EIA
7	Separate to Main Report - Confidential Financial Implications

APPENDIX 1 – CURRENT STRUCTURE (TAUNTON DEANE BOROUGH COUNCIL)

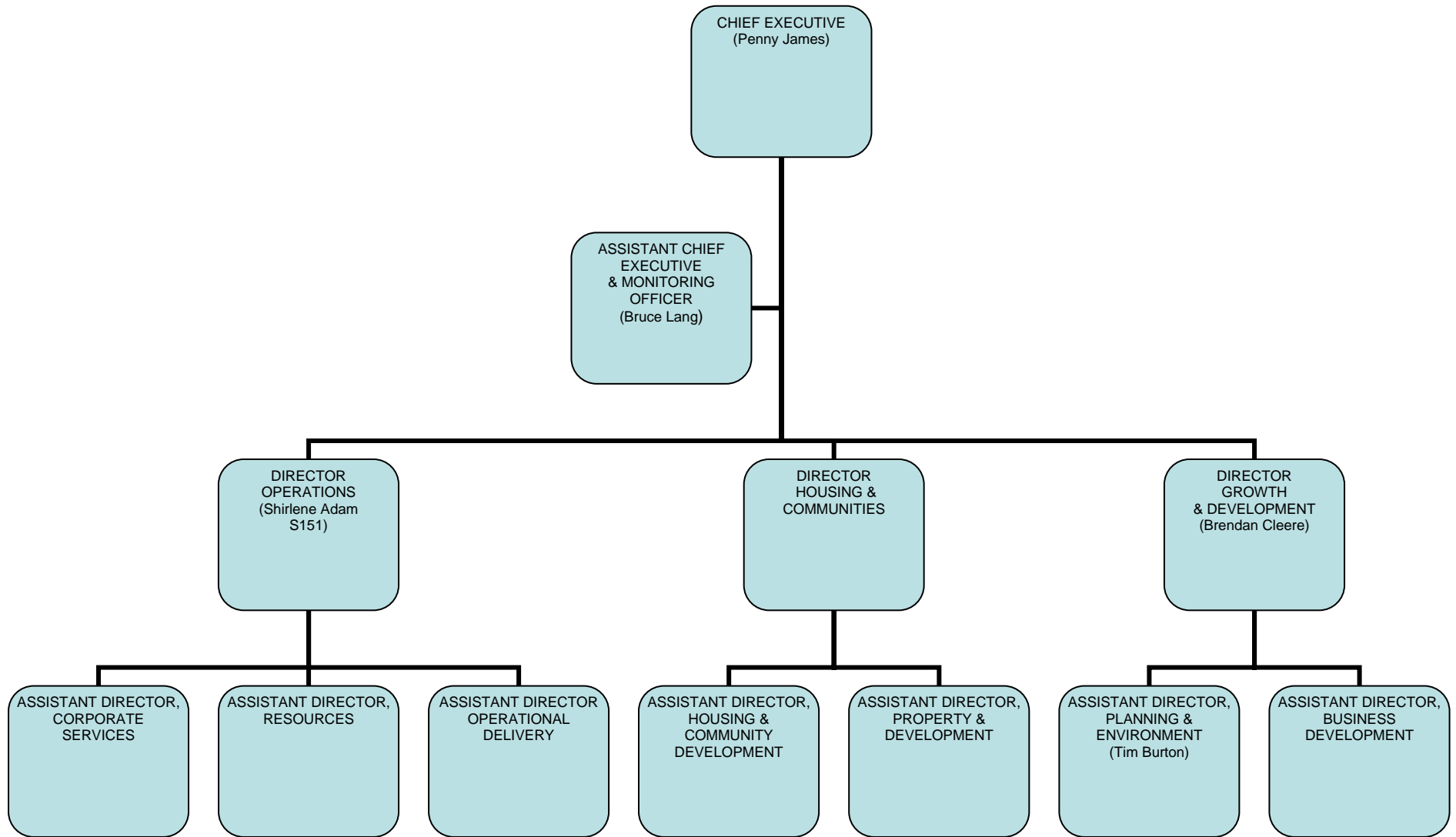


* Posts currently funded from Taunton Deane Borough Council Growth Reserves

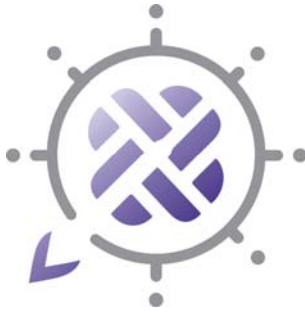
APPENDIX 2 – CURRENT STRUCTURE (WEST SOMERSET COUNCIL)



APPENDIX 3 – PROPOSED JOINT STRUCTURE (TAUNTON DEANE BOROUGH COUNCIL & WEST SOMERSET COUNCIL)



APPENDIX 4



SOUTH WEST COUNCILS

TAUNTON DEANE BOROUGH COUNCIL & WEST SOMERSET COUNCIL

Remuneration of Shared Management Team

1. Introduction

- 1.1 South West Councils was commissioned to produce a report for the Joint Member Advisory Panel outlining options regarding the remuneration of the management structure following the recent decision of both Taunton Deane Borough Council and West Somerset Council to share a Chief Executive and Management Team.

2. Methodology

- 2.1 The following potential joint management structure has been provided:

Chief Executive

Deputy Chief Executive & S151 Officer

Strategic Director (x3)

Assistant Chief Executive & Monitoring Officer (reporting directly to the CE) Assistant Directors (x8 including the Transformation Manager and Head of Finance)

- 2.2 In 1997 the Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities agreed a framework for determining the pay and grading of Chief Executives. The relevant components are:-

- (a) The relationship of the Chief Executive's current salary to the National Benchmark salaries.

- (b) Consideration of any special market forces.
- (c) Comparisons with other relevant authorities.
- (d) Special local factors not common to authorities of similar size and type.
- (e) Special adjustments to reflect contractual terms such as a fixed term contract, or performance considerations.
- (f) Consideration of special payments, such as election fees.

2.3 In recent years it had been found more informative to utilise the data from the LGA's annual 'Salaries and Numbers Survey of Chief Executives and Chief Officers' when considering the remuneration for the JNC for Chief Executives and the JNC for Chief Officers. However, this data is no longer formally collected in light of the Government's transparency agenda which requires all public sector employers to publish the salaries of its top earning employees. In essence this means that individual employers need to undertake their own data collection exercise. Clearly with over 350 local authorities it is difficult for any single organisation to resource data collection across this group, however, the regional employers' organisations of which South West Councils is one, have worked collaboratively to develop an online pay benchmarking system (Epaycheck) to enable local authorities to upload their own data and in return they gain access to data within the system through a series of standard or customised reports. This data will be used to inform this review.

3. Chief Executive

Dealing with each of the above components in turn:-

3.1 Taunton Deane Borough Council has a population of approximately 109,000 and West Somerset District Council has a population of approximately 36,000, and the Joint Chief Executive's existing salary of £100,786.

3.2 The relevant national and regional data available through Epaycheck is as follows:

Average salary of Local Authority Chief Executives: **£134,031**
(83 authorities)

Average salary of SW Local Authority Chief Executives: **£122,058**
(15 authorities)

Average salary of District Authority Chief Executives: **£106,857**
(36 authorities)

Average salary of SW District Authority Chief Executives: **£100,171**
(7 authorities)

Average salary of SW District Authority Joint Chief Executives:
£111,400 (5 joint arrangements)
(excluding PRP)

Average salary of SW District Authority Joint Chief Executives:
£113,400 (5 joint arrangements)
(including PRP)

- 3.3 Members will be acutely aware of the significant financial pressures currently affecting Local Authorities. Inevitably these pressures and public perception at a time where services are often being affected by cuts have a considerable influence on decisions made around the region in relation to senior salaries. I believe it is important that Members gain an appreciation of the current context within the region. The resignation/retirement of a Chief Executive gives an authority the opportunity to review the remuneration attached to the post and gives us an indication of market trends. There have been a few Chief Executive appointments within the last year, as follows:

Bournemouth Borough Council (July 2012)

Incoming Chief Executive' salary the same as outgoing £125,000

Torbay Council (August 2012)

Outgoing Chief Executive's salary £150,000

Appointed an interim Head of Paid Service – a part time appointment added to an existing Strategic Director role

£125,000 pro rata

Dorset County Council (November 2012)

Outgoing Chief Executive's salary £145,235 - £164,306

Incoming Chief Executive's salary £140,000 - £155,000

North Somerset Council (July 2013)

Incoming Chief Executive's salary the same as outgoing £145,000

Bath & North East Somerset Council (July 2013)

Outgoing Chief Executive's salary £171,000

Incoming Chief Executive's salary £150,000

3.4 Based on this information it would appear that the previous trend for a general upward drift of Chief Executive salaries has ceased and the reverse is currently being experienced in a number of authorities.

3.5 Members will be aware of a number of authorities within the region that operate shared arrangements at Chief Executive and Management Team levels. It is suggested that salary data relating to these arrangements are likely to have most relevance, as follows:

West Devon Borough Council/South Hams District Council
£115,000 (combined population approximately 136,000)

South Somerset District Council/East Devon District Council
£121,000 (combined population approximately 291,000)

East Dorset District Council/Christchurch Borough Council £110,000
(combined population approximately 132,000) + £5000
PRP

West Dorset District Council/Weymouth & Portland Borough Council
(combined population approximately 132,000) £110,000 + £5000
PRP

Cotswold District Council/West Oxfordshire District Council
£94,000 -(combined population approximately 189,000)
£101,000

3.6 The next component is that which invites members to take into account local factors not common to authorities of similar type and size. In this respect I am sure that Members will be well aware of the Hinkley project and the Council's growth ambitions as set out in the Core Strategy.

3.7 So far as the component relating to special contractual terms is concerned, I do not regard the contractual arrangements between the Councils and the Joint Chief Executive as being worthy of any attention in this regard. The Chief Executive is not employed under a fixed term

contract, nor as I understand it are there any current pay related performance considerations.

- 3.8 So far as the special payments such as election fees are concerned, I am unaware of any particular reason to suggest that you should vary the existing practice of paying such fees as and when they become payable following elections.

4. Conclusion Regarding Chief Executive

- 4.1 Taking all the above data into account, when compared to other existing joint arrangements in place within the region in a market which is experiencing a slight contraction in salaries it is recommended that a salary of £110,000 should be used.
- 4.2 It is also recommended that the Joint Chief Executive remains on the terms and conditions as determined by the JNC for Chief Executives.

5. Other Senior Management Posts

- 5.1 Determining appropriate remuneration levels for senior management posts beneath the level of Chief Executive is notoriously difficult as it is harder to make any direct comparison with other authorities due to the variations in structure resulting from an individual authority's requirement to address local considerations. Furthermore it is difficult to ascertain whether posts at this level have been formally job evaluated when the appropriate level of remuneration is determined, when comparing market data.
- 5.2 A preferred approach is to consider the pay differentials between the senior management posts and the Chief Executive's salary. Therefore if existing differentials (using averages where there are a range of salaries at each level) between senior management posts within Taunton Deane Borough Council's current structure and the Chief Executive were applied to the new salary for the Joint Chief Executive as recommended in paragraph 4.1, the result would be as follows:

Strategic Director	£80,500
Assistant Chief Executive & Monitoring Officer	£63,500
Assistant Directors	£59,800

- 5.3 There is currently no post equivalent to the proposed Deputy Chief Executive & S151 Officer in the existing structure, however, it is suggested that a salary of £85,000 would compare with the arrangement at Tewkesbury Borough Council (Chief Executive £110,000 and Deputy Chief Executive £78,000 - £85,000) and fit with the salaries for the other posts as outlined above.

- 5.4 As previously referenced in paragraph 3.4 there are a number of authorities within the region that operate shared arrangements at Chief Executive and Management Team levels. It is suggested that consideration should be given to salary data relating to these arrangements, as follows:

West Devon Borough Council/South Hams District Council

Chief Executive	£115,000
Directors (x2)	£72,000
Heads of Service (x7)	£62,000

West Dorset District Council/Weymouth & Portland Borough Council

Chief Executive	£110,000 (+£5000 PRP)
Directors (x3)	£85,000 - £90,000
Heads of Service (x10)	£64,000

East Dorset District Council/Christchurch Borough Council

Chief Executive	£110,000 (+£5000 PRP)
Directors (x2)	£74,000 - £82,000
Heads of Service (x6)	£60,000 -£66,000 (most are at £62K)

Cotswold District Council/West Oxfordshire District Council

Chief Executive	£100,000 - £105,000
Directors (x3 but 2 are shared)	£70,000 - £75,000
Heads of Service (x6 but 2 are shared)	£50,000 - £55,000
(x1)	£45,000 -£50,400

6. Conclusion Regarding Other Senior Management Posts

- 6.1 Taking all the above data into account, when compared to other existing joint arrangements in place within the region and the existing relativities between these posts and the Chief Executive it is recommended that the following salaries should be used:

Deputy Chief Executive & S151 Officer	£85,000
Strategic Director	£80,000
Assistant Chief Executive & Monitoring Officer	£63,500
Assistant Directors	£60,000

6.2 It is also recommended that these posts are placed on the terms and conditions as determined by the JNC for Chief Officers.

7. Other Considerations

7.1 Members will have noticed that both the joint arrangements between East Dorset District Council and Christchurch Borough Councils and West Dorset District Council and Weymouth & Portland Borough Council include a performance related pay (PRP) element relating to the Chief Executive's pay.

7.2 Anecdotally I can report that both partnerships have found it difficult to implement the PRP element satisfactorily by virtue of the fact that it is difficult to identify appropriate objectives against which performance can be robustly measured. Furthermore it is suggested with the benefit of hindsight such arrangements are unlikely to have been recommended had the authorities been aware of this difficulty when originally establishing the arrangements.

7.3 Members should also note that there is unfortunately little evidence of other more flexible approaches to remuneration packages for senior managers being operated in the region which could be used to inform arrangements for Taunton Deane Borough Council and West Somerset Council.

8. Recommendations

8.1 That Members consider implementing the following remuneration levels:

Chief Executive	£110,000
Deputy Chief Executive & S151 Officer	£85,000
Strategic Director	£80,000
Assistant Chief Executive & Monitoring Officer	£63,500
Assistant Directors	£60,000

8.2 That the Joint Chief Executive remains on terms and conditions as determined by the JNC for Chief Executives and the other posts listed above receive terms and conditions as determined by the JNC for Chief Officers.

Ian Morgan
Head of HR Services
South West Councils
17th September 2013

APPENDIX 5

JOINT MANAGEMENT IMPLEMENTATION ARRANGEMENTS

APPOINTMENTS SUB COMMITTEE

It is recommended that Group Leaders have the opportunity to nominate members to be part of the Appointment Sub-Committees and that the respective Monitoring Officers ensure that the Sub-Committee is representative.

All nominated Members will be required to attend training prior to sitting on the Appointments Sub-Committee.

For the majority of shared management posts it is proposed that the Appointments Sub Committee is comprised as follows:

Three Members from TDBC at least one from the Executive;

- 1 Conservative
- 1 Liberal Democrat
- 1 Labour/Independent

Three Members from WSC at least one from Cabinet

- 2 Conservative
- 1 Democratic Alliance

Chief Executive and/or Director if previously appointed plus a representative from HR.

However the Appointments Sub Committee may be comprised as follows where the particular post is predominantly funded by the Taunton Deane HRA.

Five Members from TDBC at least one from the Executive;

- 2 Conservative
- 2 Liberal Democrat
- 1 Labour/Independent

Two Members from WSC at least one from Cabinet

- 1 Conservative
- 1 SDemocratic Alliance

Chief Executive and/or Director if previously appointed plus a representative from HR.

Selection Process

Recommend using the following selection methods:

Face-to-face interview
Occupational Personality Questionnaires
Management Scenarios
Written Report
Presentation

Where only one suitably qualified applicant has applied for a ring fenced post the Chief Executive/Director will discuss with Appointments Sub Committee Panel Members whether all of the above selection process elements will be used.

Support through the Process

Professional support for senior managers will be made available which may include 1:1 coaching, a workshop to prepare individuals for interview and selection or other approved actions.

The final arrangements for this to be delegated to the Chief Executive.

Finance

Budgetary provision of £10,000 to be made available from existing Project and training resources at WSC and TDBC, respectively.

This expenditure to be split on an 80/20 basis based on assumed numbers of affected staff.

APPENDIX 6

Equality Impact Assessment –Joint Management Proposals

Responsible person	Martin Griffin	Job Title	Retained HR Manager/HR Consultant
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	Proposed new policy or service		
	Change to Policy or Service		
	Budget/Financial decision – MTFP		✓
	Part of timetable		
What are you completing the Equality Impact Assessment on (which policy, service, MTFP proposal)	Joint Management Proposals - WSC and Taunton Deane Borough Council		
Section One – Scope of the assessment			
What are the main purposes/aims of the proposal?	<p>The aim is to</p> <ol style="list-style-type: none"> 1. Create a Joint Management Team to serve both WSC and TDDB 2. Reduce the cost of senior management within the guidelines set out in the Business Case (23% financial reduction). 3. Bring greater resilience and critical mass for WSC in particular and capacity to drive forward the shared services project and the separate and ambitious agenda of both Councils in relation to Hinkley Point, Taunton’s growth agenda and both Council’s corporate and community priorities. 		
Which protected groups are targeted by the proposal?	None		

<p>What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used The information can be found on....</p>	<p>Data – what does this tell you</p> <ol style="list-style-type: none"> 1. Characteristics of the affected staff group – clear numbers involved for each category <p>Engagement undertaken that has been used to support data and identify impacts:</p> <ol style="list-style-type: none"> 1. Consultation with UNISON on development of proposals and plans for implementation 2. Consultation with affected staff group <p>Data available within HR systems and with Project Team</p>	
<p>Section two – Conclusion drawn about the impact of proposal on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality</p>		
<p>The proposals reduction may have the following impact:</p> <ul style="list-style-type: none"> • Women <ol style="list-style-type: none"> 1. Based on the known volunteers for redundancy there may be a reduction in the number of female senior managers within the top three tiers of the organisation (TDBC) albeit there will be an increase in the number of female senior managers within the top three tiers at WSC. 2. The final percentages will not be known until after recruitment to vacant posts which includes some external advertisements. 		
<p>I have concluded that there is/should be:</p>	<p>No major change - no adverse equality impact identified</p>	
	<p>Adjust the proposal</p>	
	<p>Continue with the proposal</p>	<p>But ensure that final outcomes are monitored and that external adverts are placed in media which will ensure that female, ethnic minority and candidates with a disability are reached. Ensure HR policies and procedures are adhered to.</p>

	Stop and remove the proposal	
Reasons and documentation to support conclusions	The negative impacts will be mitigated by the actions set out above whilst ensuring HR policies are adhered to.	
Section four – Implementation – timescale for implementation		
<ul style="list-style-type: none"> • Consultation with affected staff group and UNISON during the period 1 to 31 October 2013 • Corporate Scrutiny meetings in WSC and TDBC on 24 October 2013 • Full Council meetings in WSC and TDBC on 12 November 2013 • Subject to Full Council decisions to approve the Shared Services Business Case the Joint Management proposals will be implemented by 1 January 2014 except for external appointments. 		
Section Five – Sign off		
Responsible officer: Martin Griffin Date: 24/09/2013	Management Team Date	
Section six – Publication and monitoring		
Published on		
Next review date	Date logged on Covalent	

Action Planning - The table should be completed with all actions identified to mitigate the effects concluded.

Actions table						
Service area	Joint Management Proposals			Date	24 September 2013	
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions	
Impacts on reduction on females within senior management	Ensure recruitment follows approved procedures and external advertisements encourage applicants from under represented groups.	Retained HR Manager	Before external recruitment and during all internal processes	Monitoring of final outcomes and ongoing consultation with UNISON	Unknown	
Need to ensure HR Policies are adhered to.	SW1 HR to implement against agreed policies.	SW1 HR Manager	During implementation phase 13 November to 31 December 2013 (and beyond for external advertisements)	Monitoring by Retained HR Manager and ongoing consultation with UNISON	Compliance with policy and free from challenge.	

