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West Devon  
Borough  
Council

## WEST DEVON COUNCIL - TUESDAY, 24TH JUNE, 2014

Agenda, Reports and Minutes for the meeting

### Agenda No    Item

1.     **Summons Letter** (Pages 1 - 2)

2.     **Reports**

Reports to Council:

a)     Item 4 - Senior Management Structure (Pages 3 - 30)

b)     Item 5 - T18 Human Resource Work Stream (Pages 31 - 62)

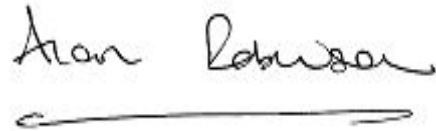
c)     Item 6 - Member Allowances (Pages 63 - 74)

3.     **Minutes** (Pages 75 - 82)

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Dated this 16<sup>th</sup> day of June 2014

A handwritten signature in black ink that reads "Alan Lawson". The signature is written in a cursive style. Below the signature is a long, horizontal, slightly wavy line that serves as a decorative underline.

Executive Director (Communities) & Head of Paid Service

<b>NAME OF COMMITTEE</b>	<b>COUNCIL</b>
<b>DATE</b>	<b>24 JUNE 2014</b>
<b>REPORT TITLE</b>	<b>SENIOR MANAGEMENT STRUCTURE</b>
<b>REPORT OF</b>	<b>LEADER OF THE COUNCIL</b>
<b>WARDS AFFECTED</b>	<b>ALL</b>

**Summary of report:** To make recommendations about the future senior management structure, the recruitment process, salary scales and the timetable for implementing the changes, as a further step to implementing the next phase of the Transformation Programme (T18). The recommendations have arisen following formal consultation with staff as well as lead member discussions with external advisors. This report completes the review of the senior management structure initiated by the former Chief Executive of the two Councils.

**Financial implications:** A reduction in senior management posts forms part of the business plan for T18 approved by both Councils in 2013. A reduction in management coupled with the recommendation to carry out an external recruitment process will inevitably result in costs comprising redundancy payments and in some cases, actuarial pension strain costs. These are predominantly upfront costs which will be compensated for by the annual recurring revenue savings generated through the T18 Programme. Therefore the scale and timing of when recurring savings will be achieved is dependent on the outcome of the recruitment process.

**RECOMMENDATIONS:**

**That Council resolves:**

- (i) that the future senior management structure to consist of two Executive Directors and four Service Leads, with the S151/ strategic finance role also being recognised as an integral part of the senior management team;
- (ii) to operate an Executive Director model with one Director responsible for Strategy and Commissioning and one for Service Delivery and Commercial Development, the former to be Head of Paid Service;
- (iii) to appoint two Executive Directors and four Service Leads;

- (iv) that the recruitment to the six senior management posts should be through open competition, the recruitment process to begin in July advertising for the two Director posts to appoint in September; Service Lead equivalent posts then filled by the relevant Director in October; Service Leads then to appoint the next tier of managers initially through an internal recruitment process by December 2014 in readiness for all other posts to be recruited to the T18 model in phases commencing January 2015;
- (v) iESE, as the Council's external advisors on the T18 Programme, to provide an Interim Head of Support Services in July to enable Phase 1a to commence from October in tandem with the permanent senior recruitment process;
- (vi) that the appointment of the two Directors should be by a Member Panel of six, decided by the two Leaders – three from South Hams and three from West Devon. The Member Panel will also sit in on the appointments of Service Leads, with the ultimate decision residing with the relevant Director;
- (vii) that the two Director posts be advertised with a salary range of circa £88,000 to £96,000; the Service Leads to be advertised at a range between £61,000 to £66,000;
- (viii) that agreement of the formal job titles for each of the four Service Lead posts be delegated to the Head of Paid Service in consultation with the Leaders and Deputy Leaders of both Councils.

**Contact:**

CLlr Philip Sanders, Leader of West Devon Borough Council, Tel: 01822 813600,  
Email: [cllr.philip.sanders@westdevon.gov.uk](mailto:cllr.philip.sanders@westdevon.gov.uk)

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**1. BACKGROUND**

- 1.1 During Autumn 2013 both Councils resolved to adopt the T18 model to deliver services in the context of the long term challenging financial environment, approving an invest to save strategy which will introduce a more efficient way of working. On 25 March 2014 the Council resolved to consult on a new senior management structure designed to reflect the new model, in particular separating the development of strategy and commissioning of services from service delivery. The review of the management structure was undertaken by the former Chief Executive while he remained in post until 31 March 2014. Since leaving the Council he has continued to provide support to lead Members for this area of work to enable it to be progressed independently of the current Senior Management Team (SMT). His final report is attached as Appendix 1.

## **2. SENIOR MANAGEMENT STRUCTURE CONSULTATION AND FINAL RECOMMENDATIONS**

- 2.1 All staff whether directly or indirectly affected by the draft proposals were invited to respond to a consultation document issued on 11 April 2014. Responses were requested by 9 May 2014. Appendix 2 is the published consultation document about the senior management structure and Appendix 3 summarises the 16 responses received.
- 2.2 The recommendations set out in this report have been influenced by the comments received and Appendix 1 describes changes to the initial proposals published in the spring. Of particular note is that further work on the T18 model during March concluded that the total number of staff initially needed within the Strategy and Commissioning Group is less than predicted when the senior management structure proposals were first being formulated. The consultation document that went out to all staff therefore included a second option that proposed a reduction in the number of senior managers by one to six in total.
- 2.3 The final job titles for each of the four Service Lead posts have yet to be concluded and it is suggested that resolution of this detailed issue is delegated to the Head of Paid Service in consultation with lead Members (see paragraph 8 of Appendix 1).

## **3. LEGAL IMPLICATIONS AND STATUTORY POWERS**

- 3.1 The Constitution sets out that the Council is responsible for appointing the Chief Executive or Head of Paid Service. The appointment of staff below this position is the responsibility of the Head of Paid Service. As it is recommended that the Council adopts an Executive Director model with one Director responsible for Strategy and Commissioning who is also designated Head of Paid Service, and one Director responsible for Service Delivery and Commercial Development, it is proposed that these two Director posts will be appointed by a Member Panel. If the recommendation is accepted the changes will be incorporated into the constitution in due course. It is recommended that the Member Panel also sits in on the appointment of Service Leads as advisors however the final decision on recruitment will reside with the relevant Director.
- 3.2 The consultation process, suggested terms and conditions of employment and any redeployment and/or redundancy consequences will continue to follow the Council's policy and procedures. However it should be noted that the Council's normal recruitment policy for all posts is to seek to appoint internally initially and if no suitable candidate is identified then an external recruitment process takes place. Continuing with this approach for the recruitment of the senior management team has been considered by senior Members, but it has been concluded that open competition is appropriate for all SMT posts given the different skill sets needed in the new model.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 In March 2014 the two Councils considered a report from the Chief Executive on the senior management restructure. The financial implications section of this report stated that the average exit cost (including pension strain) for a member of SMT was £95,000, reflecting both the age, length of service and salary of many senior managers. This compared to £20,000 for other staff members and the average figure built into the T18 financial model.

- 4.2 When the business plan for T18 was developed during 2013, it was not envisaged at that time that the SMT restructure would happen at the start of the T18 Programme. An organic approach to senior management change was anticipated to ensure sufficient senior capacity to deliver the Programme in its early phases, with major change taking place towards the end of the implementation period.
- 4.3 The retirement of the Chief Executive has acted as a catalyst for a senior management restructure happening on an earlier timescale. Members have also expressed a preference for open competition, which is a change of direction from when the business plan was agreed during the autumn. Both the cost of external senior recruitment and the potential for a greater number of staff exits, in addition to the reduction in the number of senior management posts planned for within the model, is a new cost pressure on the business case to be set against the savings that will accrue from an earlier reorganisation.
- 4.4 As a consequence, it is recommended that any costs arising from the SMT restructure are in part funded from the existing pension strain budget which is in both Councils base budget for 2014/15. This financial provision arises from the management re-organisation which took place in 2011 as the costs are paid over a three year period. Furthermore the retirement of the Chief Executive has enabled an early saving to be achieved through a reduction in the management team without any redundancy costs. This will assist in meeting any further additional exit costs arising from the next phase of senior management changes.
- 4.5 In the March report it was agreed that the remuneration and terms and conditions for the senior management roles will be determined by Council in June based on the recommendations of the Member Panel. At Appendix 4 the former Chief Executive summarises a benchmarking exercise he has undertaken comparing salaries against other Councils which operate either shared service arrangements, or where an Executive Director model is in place. Following the benchmarking exercise and after lead member discussion with an external recruitment advisor, recommendations for senior salaries are included within this report.
- 4.6 Members should note in relation to paragraphs 6 and 14 of Appendix 1 that if the S151 role is not accommodated within either the Director or Head of Strategy and Resources roles, there will be an additional budget pressure to fund a separate S151/Strategic Finance lead.
- 5. RISK MANAGEMENT**
- 5.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.



## 6. OTHER CONSIDERATIONS

<b>Corporate priorities engaged:</b>	All
<b>Considerations of equality and human rights:</b>	No specific issues identified
<b>Biodiversity considerations:</b>	None
<b>Sustainability considerations:</b>	None
<b>Crime and disorder implications:</b>	None
<b>Background papers:</b>	Report to Council – 25 March 2014
<b>Appendices attached:</b>	Appendix 1 – Report from Richard Sheard acting as an external advisor to the Leaders of the two Councils Appendix 2 – Senior Management Structure – Staff Consultation Appendix 3 – Summary of Consultation on Senior Management Arrangements Appendix 4 – Senior Management Structure – Comparative Salary Levels – Directors and Service Heads

## STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Introduction of an Executive Director Model	That it fails to deliver sufficient senior management capacity needed to ensure success of the T18 model	5	2	10	↔	Design sufficient capacity into the senior management structure based on the business process review to enable the introduction of the new operating model, but to keep the structure under review, particularly in relation to the introduction of any new partners	Council
2	Robustness of the appointment process	That it fails to deliver appropriate senior management capability needed to ensure success of the T18 model	5	2	10	↔	An open recruitment process provides the widest field to select from, given that different skill sets will be needed in the new model	Appointments Panel
3(a)	Implications of external competition recruitment process	Could lead to significant redundancy costs and actuarial pension strain costs	3	1-5	3-15	↔	Council to take a balanced view on achieving an appropriate senior management team and the potential impact on the payback period anticipated within the initial business plan	Council
3(b)	Implications of external competition recruitment process	Could lead to an increased risk of lack of focus on delivery of the T18 Programme and puts already tight timescales and considerable workload at risk	3	2	6	↔	Council to take a balanced view on achieving an appropriate management team for the long term and the cost of implementing change, with its consequent impact on the payback period initially anticipated within the business plan. Members to continue to monitor progress of the Transformation	Council

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
							Programme, as well as day to day service performance	
3(c)	Implications of external competition recruitment process	Damage to wider staff morale in the short and medium term	3	3	9	↔	Council to take a balanced view on achieving an appropriate management team for the long term and the cost of implementing change, with its consequent impact on the payback period initially anticipated within the business plan. Members to continue to monitor progress of the Transformation Programme, as well as day to day service performance	Council
3(d)	Implications of external competition recruitment process	Potential loss of knowledge, continuity and experience within the senior management team	2-5	1-5	2-25	↔	The Member Panel, or the subsequently appointed Executive Directors, to take a balanced view at interview, assessing the quality of existing members of the senior management team against the quality of external candidates. The impact and chance of a negative outcome and therefore the risk score, will depend on the scale of change within the senior management team and the quality and number of new appointments that arise from the recruitment process	Member Panel/ Directors
3(e)	Implications of external competition	Timescale could be at risk if external appointments are made and they need time “to	2-5	1-5	2-25	↔	The Member Panel, or the subsequently appointed Executive Directors, to take a balanced view at	Member Panel/ Directors

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
	recruitment process	find their feet” and understand the new model					interview, assessing the quality of existing members of the senior management team against the quality of external candidates. The impact and chance of a negative outcome and therefore the risk score, will depend on the scale of change within the senior management team and the quality and number of new appointments that arise from the recruitment process	
3(f)	Implications of external competition recruitment process	Loss of expertise if unsuccessful candidates with responsibility for delivery of the T18 Programme leave the organisation	2	3	6	↔	<p>The Member Panel, or the subsequently appointed Executive Directors, to take a balanced view at interview, assessing the quality of existing members of the senior management team against the quality of external candidates. The impact and chance of a negative outcome and therefore the risk score, will depend on the scale of change within the senior management team and the quality and number of new appointments that arise from the recruitment process.</p> <p>Any current SMT member who is not successful through the recruitment process may be prepared to provide transitional capacity to support the delivery of the T18 Programme if required</p>	Member Panel/ Directors

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
3(g)	Implications of external competition recruitment process	Ongoing challenge from the Unions and potential challenge from any unsuccessful current member of SMT that the approach does not meet the agreed Managing Change Policy	2	3	6	↔	Lead Members have taken a range of advice and on balance have concluded that it is in the wider interest of both Councils to have open competition for all SMT posts given the different skill sets needed in the new model	Council
4	Delay in implementing this aspect of T18	Deferral of SMT recruitment may lead to delays in other elements of the Programme	4	2	8	↔	Commission external support for Members as required to ensure that change is delivered in line with the timetable and that key issues are communicated to the wider membership	Lead Members

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## Senior Management Structure

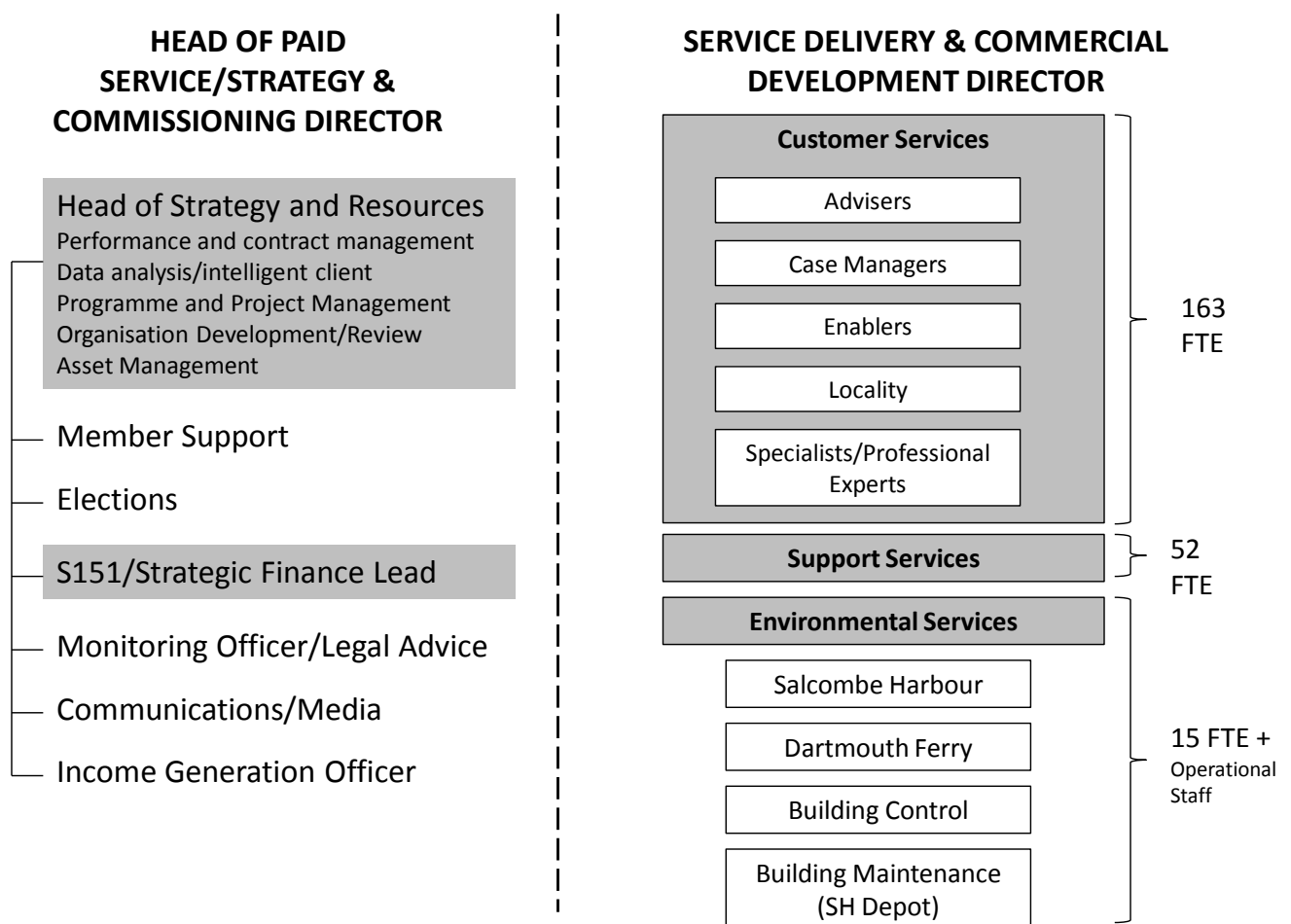
### Final report to West Devon Borough Council

1. On 25 March 2014 Council resolved the following as a basis for consultation with all staff, in accordance with the Council's Managing Organisational Change Policy and Redeployment Policy:

That the following be favoured as the basis for consultation with affected staff:

- (i) the organisational design as set out in paragraph 1.5 of the presented agenda report, which supports the future operating model, as set out in the report and summarised at Appendix 1;
- (ii) the Executive Director model, subject to further experience of it over the next few months, with one Director responsible for Strategy and Commissioning and one for Service Delivery, the former to be Head of Paid Service;
- (iii) the appointment of five Heads of Service – two in the Strategy and Commissioning Group and three to manage Service Delivery;
- (iv) recruiting a separate income generation officer initially on a two year contract;
- (v) recruiting to the seven senior management posts through open competition, the recruitment process to begin in July advertising for the two Director posts to appoint in September; Head of Service equivalent posts then filled by the relevant Director in October; Heads of Service then to appoint the next tier of managers initially through an internal recruitment process by December 2014 in readiness for all other posts to be recruited to the T18 model commencing January 2015;
- (vi) the appointment of an Interim Head of Support Services in July to enable Phase 1a to commence from October. This will allow ICT, HR and Financial building blocks to be put in place to enable a successful transition to the T18 model, whilst allowing the relevant Director to make the long term appointment;
- (vii) the appointment of the two Directors by a Member Panel of six, decided by the two Leaders – three from West Devon and three from South Hams, who will be supported by professional independent expertise. The Member Panel will sit in on the appointments of Heads of Service and the Lead Income Generation role, with the ultimate decision residing with the relevant Director;
- (viii) that remuneration and terms and conditions for the seven senior management roles and the Lead Income Generation role to be determined by Council in June on the recommendation of the Appointment Panel members.”

2. The staff consultation document was published on 11 April 2014 and is attached at Appendix 2. 16 individuals commented on the proposals as well as UNISON. The published response to the points raised is attached at Appendix 3. The final recommendations have been influenced by the comments received and vary from those agreed in the March Council resolution.
3. As reported to Council in March, further work on the T18 model concluded that the total number of staff needed within the Strategy and Commissioning Group was less than predicted when the senior management structure was initially designed. The consultation document that went out to staff therefore included a second option, reducing the number of senior managers by one to 6 posts in total, with the loss occurring in the Strategy and Commissioning Group.
4. The following structure, with amended titles, is recommended in preference to the one set out in Recommendation 1 of the March report.



Note - All posts assumed to be FTE posts at this stage; subject to further detailed analysis  
 - The grey boxes indicate where the lead officer will form part of the senior management team

5. **Revised recommendation 1: The senior management structure to consist of two Executive Directors and four Service Leads, with the S151/ strategic finance function also being recognised as an integral part of the senior management team.**



6. An open competition could see an appropriately financially qualified individual appointed to the Strategy and Resources Lead role, but the post will be open to people with other appropriate qualifications and experience. In the event that the appointed Strategy and Resources Lead does not hold an appropriate financial qualification the structure within the Strategy and Commissioning Group will have to accommodate a suitably qualified individual to perform this statutory role, just as it will have to contain a legally qualified person to fulfil the monitoring officer role, should a qualified lawyer not be appointed to the Strategy and Resources Lead role.
7. **Recommendation 2 of the March report, to adopt the Executive Director model with two Directors stands.**
8. **Recommendation 3 is revised to appoint four Service Leads, not five. As well as the removal of one of the posts the job titles will change to signify the departure in role from that of the Heads of Service and to emphasise a more commercial culture. It is recommended that the Service Director title is amended to Service Delivery and Commercial Development Director and that Service Lead is used instead of Head of Service**
9. The fourth recommendation related to the proposed income generation role. This has proved to be one of the more contentious issues during the consultation period. No agreement has emerged about the nature of the role and the way it will fit in to the rest of the structure. Concerns have been expressed that the role could distract focus away from the T18 implementation, of itself a significant income generation opportunity; where it fits best in the overall structure and what the post holder might achieve without a more commercial organisational culture being built across the organisation. **Given that the post is not crucial to the rest of the senior management design my advice is to remove the recommendation at this stage, pending appointment of the two Directors, giving the opportunity for further consideration.** In the meantime, in order to emphasise the need for a more commercial approach the job descriptions of the senior posts will be strengthened in this regard. The report elsewhere on the Council agenda, recommending the setting up of a trading company, also helps to reinforce the cultural shift desired.
10. The fifth recommendation relating to open competition has been the subject of comment by UNISON who have expressed concern that the Councils' own policy is not being followed. **I remain of the view that all the senior management posts should be filled through an open recruitment process and the recommendation stands.** The senior management roles in the new organisational model are markedly different from those existing with different skill sets needed to lead a more commercially orientated organisation.
11. The sixth recommendation referred to the appointment of an interim Head of Support Services in July to enable phase 1a to commence in October. **Discussions with iESE have taken place and they can provide an interim post holder until a long term appointment can be made. This approach is recommended as it removes the need for an internal competition at this stage, enabling existing managers to continue to provide services during the transition.** The Director will be able to appoint the person of her/his choice for the long term appointment which will follow the same timetable as the rest of the senior appointments.

12. **The seventh recommendation still stands.** The six member panel will be supported by an external HR / recruitment adviser who is now in place to provide independent expertise. The panel will be further augmented with a serving Head of Paid Service providing another objective view during the selection process.
13. The final recommendation related to remuneration and terms and conditions for the senior management posts. At Appendix 4 I set out a summary of a benchmarking exercise, comparing salaries with other councils in Devon and nationally against those with shared service arrangements or where the Executive Director model is in place.
14. Following the benchmarking exercise and after discussions with the external recruitment adviser **it is recommended that the two Director posts be advertised with a salary range of circa £88k to £96k; the Service Leads to be advertised at a range between £61k to £66k. The two Director posts to be appointed in accordance with the Joint Negotiating Committee terms and conditions, the Service Leads in accordance with the NJC national agreement.** Notwithstanding a saving of £241k on pre-existing salaries when the Chief Executive, two Directors and seven Heads of Service were in place this recommendation will potentially add something in the order of £46k to the overall budget for the T18 programme but this is justified in order to ensure the right calibre of individual is attracted to the posts.

**Richard Sheard**  
**9 June 2014**

### Senior Management Structure

#### Staff Consultation

##### Introduction

This paper sets out proposals for the review of the senior management arrangements to deliver a structure appropriate for the T18 model. It forms the basis of consultation with all staff in accordance with the Councils' Managing Organisational Change policy and Redeployment policy.

##### Background

In January 2014 interim senior management arrangements were introduced pending a review of the structure in the light of the T18 proposals. The Chief Executive was asked to come up with a proposal before the end of March. South Hams District Council agreed the recommendations set out in the attached report on 20 March 2014 as the basis for consultation with staff (Appendix 1 – *not attached*). West Devon Borough Council agreed the recommendations with some amendments as set out in the attached resolution on 25 March 2014 (Appendix 2 – *not attached*).

Whilst the report was being drafted and prepared for both Councils' consideration further work was being undertaken on the overall design of the T18 model. As a result some elements of strategic work which is service based has been mapped away from the Strategy and Commissioning Group to specialist roles elsewhere within the model. This work puts into some doubt the senior management structure as set out in the report to both Councils due to the reduction in posts required in the Strategy and Commissioning Group. This document therefore offers an alternative option upon which views are welcomed.

##### The Consultation process

All staff, whether directly or indirectly affected, are invited to respond to this consultation with comments by email to Nicola Pavey, PA to the Head of Paid Service, by 5.00 pm on **Friday 9 May 2014**.

If any points of clarification are needed, or questions arise, please route these through Nicola before 25 April and a response will be sent as soon as possible. In addition questions and responses will be posted on the Councils' intranet along with the relevant documents.

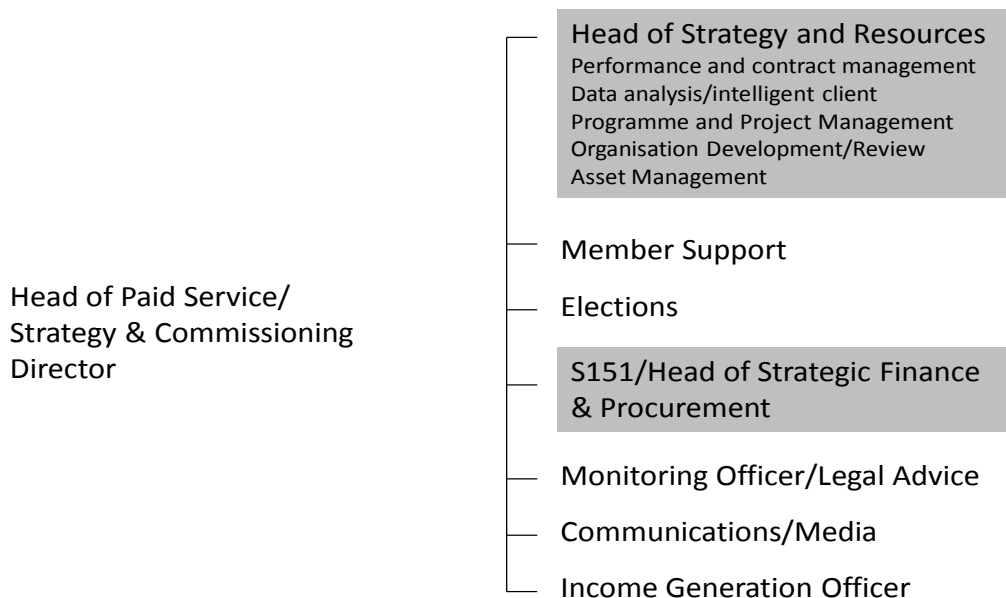
The Personnel Manager will be available throughout the consultation period to answer any queries related to the personnel aspects of the proposal.

All responses will be considered before a final report is prepared for consideration at West Devon Borough Council on 24 June 2014 and South Hams District Council on 19 June 2014.

## The proposed new structure

The proposal agreed by Members of both Councils as the basis for consultation is to restructure around two Executive Directors and five Heads of Service equivalent posts. Outline role specifications for each of the seven posts are attached (Appendix 3 – *not attached*).

In the light of the further work carried out on the T18 model the alternative option for the Strategy and Commissioning Group is set out in the diagram below. The Service Delivery Group remains as set out in the first option agreed as a basis for consultation by Members.



Note - All posts assumed to be FTE posts at this stage; subject to further detailed analysis

In this option the senior management structure will consist of two Executive Directors and four Heads of Service equivalent posts, with the Section 151/Strategic Finance role also being recognised as an integral part of the Senior Management Team.

In both options there will need to be a flexible approach adopted within the Strategy and Commissioning group, dependent on any professional qualification of the appointed Head of Strategy and Resources. If that appointee holds a suitable finance or legal qualification the need for a separate S151 Officer or a separate Monitoring Officer will be diminished, although there may need to be an adjustment within the team structure to recognise the need for additional management and supervisory capacity to compensate for the appointee carrying out the statutory role alongside her/his management responsibility.

Outline role specifications are attached; highlighted text shows where they differ from the first option (Appendix 4 – *not attached*).

The separate Income Generation Manager post will sit within the Strategy and Commissioning Group in either option, accountable to the Strategy and Commissioning Director.

The Interim Head of Support Services role will be filled either by an internal candidate or by the supply of a suitable interim manager supplied by iESE. Further analysis carried out on the T18 model suggests that preparatory work will be needed before July to enable Phase 1 to commence by October 2014. If this proves to be the case iESE will carry out this work on behalf of South Hams and West Devon without prejudice to the final decision on recruitment which Members will take at the Council meetings arranged in June.

### **Proposed Terms and Conditions of Employment**

Existing officers appointed to the new structure will remain employees of their current employing authority.

Upon appointment all senior managers will continue to be shared officers.

It is proposed that the Executive Directors will be appointed in accordance with the Joint Negotiating Committee for Chief Officers of Local Authorities, as amended from time to time and by local agreements.

Heads of Service will be appointed in accordance with the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (the Green Book) as amended from time to time and by local agreement.

Management role specifications are attached for the two Director posts, the five Heads of Service equivalent posts in option 1 and the variant in option 2. Detailed job descriptions and person specifications will be provided at the final report stage in June, as will salary levels and any other detailed terms and conditions of employment. Paragraphs 8.4 and 8.5 of the report to Council set out that appropriate grades for the seven senior management roles will be set following further research looking at comparable jobs elsewhere and emphasising that the present principle of paying the same salary to each Head of Service will need to change given the differing range of responsibilities and functions within the proposed new structure.

### **The form of competition**

All senior management posts will be subject to open competition.

This proposal places the serving Directors and Heads of Service at risk of redundancy. Post holders will be issued with 'at risk' notices of redundancy. This does not mean that they have been given notice of redundancy, it simply informs them that they are at risk.

The Councils' duty in a redundancy situation is to consider suitable posts as an alternative to redundancy. In practice this means identifying posts that are not significantly different to the jobs currently held by those at risk of redundancy.

## **Appeals**

In accordance with the Managing Organisational Change Policy an officer may appeal against certain prescribed decisions. An appeal should be submitted in writing to Andy Wilson, Personnel Manager, within ten working days of this document being issued.

As it is inappropriate for any serving officer to hear an appeal, a Member Panel will be convened to hear any appeal. The decision of the Member Panel will be final.

## **The Selection Process**

It is anticipated that posts will be advertised in line with the timetable set out in the report to both Councils, cascaded to enable successful applicants, wherever possible, to influence the final structure and make the appointments below them in the structure.

Officers applying for posts in the new structure will be allowed to express more than one preference, if they so wish, from the available posts. This will not prohibit the employing body from offering another post.

All applicants will be asked to demonstrate their suitability for the post through an interview process. Appointments will be made on the basis of success at interview, in the case of the Executive Directors, by a Member Panel supported by external advice and in the case of Heads of Service equivalent posts, by the appropriate Executive Director, in consultation with the Member Panel.

## **Redeployment**

Any Director or Head of Service displaced through this process may be assigned temporary duties and considered for redeployment before Notice of Redundancy is issued. Any such postholder who does not apply for any of the new positions will be treated the same way.

It is not possible at this stage to identify the detailed staffing structure below Head of Service equivalent level. The structure will be subject to further consultation, the precise alignment of services may change and, following appointment, the new managers will be invited to review the new service area and recommend any revisions. There may therefore be further opportunities for officers at risk of redundancy to find an alternative post.

In the event of redundancy as a result of this review, compensation will be payable in accordance with the employing Council's Redundancy and Interest of Efficiency Policy.

**Richard Sheard**  
**11 April 2014**

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<b>CONSULTATION ON SENIOR MANAGEMENT ARRANGEMENTS</b>	
<b>COMMENTS RECEIVED</b>	<b>RESPONSE</b>
Concern about strategic assets being considered under income generation. The role should be within the strategic commissioning group	It was never intended to include strategic asset management as part of the income generation role. Strategic asset management will need to be reflected within the Strategy & Commissioning Group as well as the Service Delivery side of the organisation
The role of the Income Generation post is unclear and potentially is covered in other roles. The position of the post in the organisation has been the source of confusion. Existing expertise within the service delivery teams can drive forward commercial opportunities without the need for this post	The final report reflects the lack of a consistent view about this role and recommends that the post be deferred for the time being
S151 Officer role should be an integral part of SMT and not marginalised	Agreed and incorporated into the final report
Clarity is needed on whether or not the strategic finance role should sit as a Head of Service equivalent	The roles have been re-titled to move away from any association with the pre-existing organisation
The statutory Corporate Property Officer role would sit with S151 Officer	This is more a matter for the wider T18 organisation. I would anticipate that the need for strategic asset management will be reflected in the Strategy & Commissioning Group
Recent discussions have revealed little common understanding of the proposed structures and how they would operate in practice	The proposed structures have been discussed since the T18 model was first advocated. Understanding continues to develop
The proposed structures look very much like traditional service groupings	This point is accepted but the new groupings and the culture that is being developed will ensure the success of the model
No salary levels are indicated for the posts	Salary levels are recommended in the final report

Going to external competition sends the wrong message to existing SMT members. SMT do not seem to have the same employment rights as other staff specifically around external recruitment	Having reconsidered this the view is firmly held that open competition is appropriate for all SMT posts given the different skill sets needed in the new organisation
There is a risk that SMT will be under-resourced	A significant reduction in SMT is acknowledged but there is adequate resource given the new operating model
Opportunities for greater efficiency and income generation will be missed by the grouping of operational services as set out	The grouping of operational services has been considered carefully and feels appropriate at this stage. The incoming Service Director and the Service Leads will have the opportunity to influence the final structural design
The opportunity should have been taken to push forward with an ASDEM for operational services	The T18 model is designed as a potential stepping stone to ASDEMs. It was not felt appropriate to proceed until the T18 model is implemented
Clarification is needed on the role of the Environmental Services Lead should an ASDEM be established	The senior management structure places the Environmental Services Lead in directly providing services. There may be a future requirement to provide specialist advice to the Strategy & Commissioning Group depending upon where the services are to be commissioned from
The appointment of an Interim Head of Support Services will mean that the long term Head of Service will inherit both a structure and a team without an opportunity to influence the appointment. This is in contradiction with the general rule within the consultation document which allows for the senior positions to influence the appointments below them	This is true but there was a need to balance the desire for senior appointments to influence those below against the desire to press on and implement Phase 1a to enable the rest of the process to work more smoothly
Option 2 is preferred given the reduction in numbers in the Strategy & Commissioning Group and the cost savings that will accrue	The final report reflects this and recommends Option 2
The senior management titles need to be changed to reflect the more commercial environment and move away from existing titles	The final report recommends a change to describe Service Leads. The Service Delivery Director to be re-titled to reflect the more commercial aspect of this post. In addition, the JDs of the senior managers will also reflect this aspect in a stronger way

We should not repeat the current model where service heads are paid the same salary. The new salaries should reflect levels of responsibility, budget, level of commercial development and size	The recommendation allows for a salary range for service leads which will be able to reflect these attributes
The procurement role does not fit well with the S151 officer. Current arrangements work well	This point is acknowledged and will be reconsidered in the wider organisational design
The span of the control for the Service Delivery Director is too great leading to a risk of over-burdening and not delivering in the role	Having reconsidered this part of the structure the risk is acknowledged. There is argument to provide a Head of Commercial Operations with responsibility for front line operational areas but the need for this postholder as well as the additional cost of providing another senior post is not justified. It is an element that will need to be kept under review during implementation
Option 2 proposal weakens the Strategy & Commissioning Group	The loss of a service lead could be seen to weaken it but this can be ameliorated by ensuring a range of skills and capacities within the group as a whole
There is a significant amount of work relating to the strategic management of assets and events which are not clearly shown in the model	The wider organisational design will need to reflect this
There is a need to recognise the period of transition could lead to a down turn in service on the ground	This emphasises a significant risk that needs to be thoroughly considered as implementation begins
<b>RESPONSE TO UNISON – WEST DEVON</b>	
<p>I am aware that the branch submitted a number of points in respect of the wider consultation on the T18 proposals and that you have received a reply to the points raised. Within that reply you were advised that all comments relating to the senior management proposals have been passed to the Council Leader for consideration. I met the two Council Leaders last week to discuss the comments received during the consultation and I can now respond to your specific points on the senior management structure as follows.</p> <p>The open competition approach is acknowledged to be against the Managing Organisational Change Policy and UNISON's view is respected. However, leading members remain firmly of the view that open recruitment is essential in these circumstances. The roles are significantly different from current ones. A different skill set will be needed to create a more commercial culture within both Councils and it feels right to test internal candidates against the</p>	

market.

If posts are filled by external appointments their employer will be determined after taking internal advice from the S151 officer. There is no structural diagram to show what posts sit with which Council as it serves no real purpose at this stage and conveys a sense that we are not continuing to share all services across both Councils.

The consultation document does refer to redundancy issues when addressing the form of competition. It confirms the legal position and both Councils' commitment to treat affected personnel as fairly as possible through redeployment or compensation. If there are staff who do not get a post in the new senior management structure they will be eligible to apply for other jobs within the wider T18 structure.

Salary levels have been assessed through a benchmarking exercise which has compared the new posts against similar posts in Devon, across other shared service Councils and with those Councils that operate executive director arrangements.

A clear recommendation on salaries has been made in the final report on the senior management structure. Colleagues in Personnel will subject these to an equality impact assessment.

I hope this response covers all the points the branch raised in respect of the senior management proposals.

#### **RESPONSE TO UNISON – SOUTH HAMS**

I understand you have had a response to UNISON's detailed document setting out comments on the two consultation papers. Within that response several points were made which were referred to the Council's Leaders for consideration, relating to the senior management proposals. Following a discussion I had with the Leaders last week I can now respond as follows.

The statement that upon appointment all senior managers will continue to be shared officers was simply to confirm that the Strategy and Commissioning Group as well as the Service Delivery Group will continue to serve two masters. There had been the whiff of a discussion about whether the opportunity should be taken to have separate commissioning teams for each of the Councils so this was intended to make absolutely clear that shared services will continue across the organisations.

The open competition approach is acknowledged to be against the Managing Organisational Change Policy and UNISON's view is respected. However, leading members remain firmly of the view that open recruitment is essential in these circumstances. The roles are significantly different from current ones. A different skill set will be needed to create a more commercial culture within both Councils and it feels right to test internal candidates against the market.

If posts are filled by external appointments their employer will be determined after taking internal advice from the S151 officer.

Salary levels have been assessed through a benchmarking exercise which has compared the new posts against similar posts in Devon, across other shared service Councils and with those Councils that operate executive director arrangements.

A clear recommendation on salaries has been made in the final report on the senior management structure.

The final report recommends the second option to members with a Strategy and Resources Lead reporting to the Strategy and Commissioning Director. By remaining flexible on the qualifications to be held by the post-holder it provides the opportunity to select from the widest pool of applicants. If it was made a prerequisite that any particular qualification was needed the pool would be more limited. Clearly if a suitably qualified solicitor, or a surveyor or a financially qualified applicant, for example is successful this would have an impact on the remaining posts to be filled in the Strategy and Commissioning Group. The flexibility is needed to ensure the most economic and effective arrangements can be put in place. This flexibility does not in any way diminish any of these functions.

The adoption of phase 1a necessitates the recommendation to fill the post on an interim basis. The final recommendation is to rely on IESE to supply a time limited interim for this post. This will mean that the Director, once appointed will be able to appoint the long term appointment, even if it means that the rest of the structure and appointments will have been made. This is in marked contrast to the general principle adopted but provides a pragmatic solution to the dilemma.

The CIPFA explanation of the role strategic finance role sums it up well. The Officer will be a key member of the Leadership team, will be actively involved in and able to bring influence to bear on all material business decisions and will lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times. To deliver these responsibilities the incumbent will direct a finance function that is resourced to be fit for purpose and be professionally qualified and suitable experienced. In order to successfully deliver the S151 role, the role must have enough seniority to be able to challenge and influence business decisions. CIPFA refer to the S151 post as requiring the 'status and credibility to challenge others'. This will be achieved by the post being an integral part of the senior management team.

UNISON can be reassured that nothing in these proposals is intended to diminish the high financial standing of either Council. The s151 post-holder will be an integral part of the senior management team and whilst not having direct responsibility for all finance staff as is the case at present, will have the level of responsibility and clout to direct the financial affairs of both Councils.

I trust that this response covers all the points UNISON have raised on the senior management structure. Thank you for raising these important matters of concern.

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## Senior Management Structure Comparative Pay Levels – Directors and Service Heads

1. In the report considered by both Councils in March 2014 it was stated that the Appointments Panel would be in a position to make a recommendation to Council when the structure and recruitment process is finally determined in June. The purpose of this paper is to provide comparative information from the other Devon districts, alongside those districts that share senior management and provided information to me.

2. The Personnel Manager is in the process of tendering for the services of recruitment consultants in line with the agreed approach. They will no doubt have a view on salary levels for the relevant posts but as they are unlikely to be instructed before the Councils consider the report in June I would suggest the report makes the recommendations provisional, subject to advice from the consultants.

3. At Director level, across those councils operating shared service arrangements, salaries range between £75k to £94k with a median range between £82k and £88k. Amongst Devon districts the range is between £73k to £88k with the median salary being £83,600.

4. It should be noted that all the posts within the sample have a Chief Executive/Head of Paid Service sitting above them. Of the four councils that operate with an Executive Director model pay information could be obtained on two of them. Director salaries are £87k at Hastings (3 Executive Director model), £87,680 at West Lancs. Published information could not be found for Rother or Rugby Councils. These provide a more direct comparison given the similarity of the model recommended for South Hams and West Devon, but fail to recognise the shared service element of both roles. This justifies a 10% increase on the median range.

5. The other issue to consider is the size of the two recommended posts, their level of responsibility and accountability. The Appointments Panel may want to differentiate between the two posts, paying an enhancement for the Head of Paid Service role, although this is counterbalanced by the scale of the Service Director role.

**6. I would recommend the Directors be paid at the upper end of the median range for those councils sharing services, that is £88k, with an additional 10% to recognise the shared service role. Should you wish to emphasise that ultimate accountability sits with the Head of Paid Service role, you might want to add a nominal amount to this post. If paid at the upper end of this range these posts would be in line with those district councils that have adopted the executive director model.**

7. At service head level present salaries compare quite favourably with the median range of £61k to £66k for councils operating shared services. Salary levels are above the median range when compared with other Devon districts but given that in the past South Hams and West Devon have recognised the increased responsibility of working across two councils by rewarding service heads an additional 10% this looks entirely reasonable.

8. Reference was made in the March report at para 8.5 to break the existing practice of paying all service heads the same salary given the marked difference in the range of functions and responsibilities within the proposed structure.

**9. I would recommend that service heads are paid at the lower end of the median range for those councils sharing services, with the exception of the Head of Customer Services and the Head of Environmental Services who should be remunerated at the upper end of the median range to reflect the size and scale of these roles.**

10. The uniqueness of the proposed income generation post has made any salary comparisons impossible. The advice I gave in para 5.17 of the March report still holds good – that the post holder should be appointed on a two year contract, with a suitable incentive to secure a surplus and renewable on a rolling annual basis dependent upon the return on investment achieved.

**11. I would recommend that the salary for the Income Generation post be set at a level comparable with a middle manager equivalent post, with an opportunity to earn up to 60% additional based on performance against pre-agreed criteria.**

12. The Members Panel will need to make its recommendations on salary levels for the senior management posts by the end of May, for me to incorporate into the final report. I will copy this to Andy Wilson, Personnel Manager and ask him to set up a meeting of the Members Panel on your instruction. I would not envisage the need for me to attend to give further advice but will do so if requested. Andy will no doubt let me know the outcome for me to refer to in the final report.

Richard Sheard  
23 April 2014



<b>NAME OF COMMITTEE</b>	<b>Council</b>
<b>DATE</b>	<b>24 June 2014</b>
<b>REPORT TITLE</b>	<b>T18 Human Resource Work Stream</b>
<b>Report of</b>	<b>Head of Paid Service</b>
<b>WARDS AFFECTED</b>	<b>All</b>

**Summary of report:** The purpose of this report is to inform Council of the progress made on the Human Resource work stream within the T18 Programme and to seek approval to a number of initiatives.

**Financial implications:** The two Councils face large scale financial challenges in the next three years with a reduction in Government funding creating an anticipated budget gap of £4.7m on a combined net budget of £16.8m. The Transformation Programme enables both Councils to respond to the financial challenges. The overall budget for the T18 Programme is made up of many component parts, both the savings and the expenditure. As the Programme progresses, the Business Plan is incrementally refined and both cost and savings predictions can be clarified. The financial implications of the recommendations in this report are set out in Section 9 of this report.

**RECOMMENDATIONS:**

**That Council resolves to:**

- (i) **approve the Job Level Assessment Scheme and the resulting pay and grading structure as set out in Appendix C and that any subsequent assessment of any role is delegated to the Head of Paid Service in consultation with the appropriate Head of Service or Service Lead;**
- (ii) **approve the IMPACT behavioural framework as set out in Appendix D;**
- (iii) **agree to establish the host organisation and delegate the naming of the host organisation to the Head of Paid Service in consultation with the Leader and the Deputy Leader of both Councils;**
- (iv) **approve the Domestic Allowance for home workers as set out in Section 5 of the report;**

- (v) note that all redundancies will be carried out under the existing provisions of the Council's Redundancy and Interest of Efficiency Policy.

**Officer contact:**

Andy Wilson, Personnel Manager

Email: andy.wilson@swdevon.gov.uk; Tel: 01803 861154

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## **1. BACKGROUND**

- 1.1 The Council resolved on 4 November 2013 to:

*Minute No CM 49* – Consultation should continue with staff and unions on the creation, in partnership with SHDC, of a new 'host organisation' able to give a whole organisation response to service demands rather than a traditional departmental response. That new contracts of employment be issued with new terms and conditions for all staff who will still be employed by both Councils.

- 1.2 As part of the T18 Transformation Programme, a formal consultation was carried out with all affected employees on proposals arising from the Human Resource work stream. The consultation was issued on 11 April and over 100 responses were received before the consultation period closed on 9 May 2014. The consultation document can be obtained from Member Services.
- 1.3 Responses were received from UNISON, teams and individuals. A formal response has been issued to UNISON and negotiations continue on some outstanding issues. A formal response was published to all staff on 13 June and this is attached at Appendix A. The response to UNISON is attached at Appendix B.
- 1.4 During the same period a consultation document was issued on proposals affecting the senior management structure and this is subject to a separate report on this agenda.
- 1.5 The work that has taken place within the T18 HR Workstream and the outcome from the staff consultation requires the Council to consider a range of issues which are summarised as follows.

## **2. PAY AND GRADING**

- 2.1 As part of the programme, a new approach to pay and grading has been developed.
- 2.2 It is proposed to use Job Level Assessment to evaluate all roles in the new operating model and to replace the current schemes used at South Hams and West Devon Councils. This will enable all roles within the new operating model to be evaluated under a single scheme, irrespective of whether the post holder is employed by South Hams or West Devon and will be an important component of

creating a new unified culture in the host organisation. Furthermore Job Level Assessment provides greater flexibility to manage any adverse impact on staff and/or corporate budgets compared to more prescriptive job evaluation schemes.

- 2.3 The Job Level Assessment tool is based around an assessment of 4 key criteria:
- The knowledge and skills required to carry out the activities and duties of the role
  - The degree of discretion used when decisions are taken
  - The responsibility for managing resources, including people, data and physical assets
  - The impact the role has on our customers and communities
- 2.4 A new grading structure is proposed that maintains the contractual link to the National Joint Council pay spine, but replaces the existing 14 grades with a simplified structure using 7 levels below senior management. The reduced number of grades is in accordance with current best practice in reward management and better reflects the reduced number of roles within the new operating model.
- 2.5 Using the Job Level Assessment tool, SMT evaluated all roles within the new operating model (excluding roles at senior management level) and assigned a proposed level. Where a new role is identified or there are changes to the responsibilities of a role, a reassessment will be carried out by the Head of Paid Service in consultation with the appropriate Head of Service or in due course Service Lead.
- 2.6 The Job Level Assessment framework and proposed pay and grading structure, showing salary bands and the assigned level for each role is attached at Appendix C.

**It is recommended that Council approve the Job Level Assessment scheme and the resulting pay and grading structure as set out in Appendix C.**

**It is recommended that any subsequent assessment of a role is delegated to the Head of Paid Service in consultation with the appropriate Head of Service or future Service Lead.**

### **3. IMPACT BEHAVIOUR FRAMEWORK**

- 3.1 As Members will be aware, the T18 Programme is a cultural change programme. Following workshops with staff, a new behaviour framework is proposed to embody the attitudes and behaviours that all staff will need to display. The framework is known as IMPACT to reflect the idea that how we do things has an impact on the lives of our customers and communities every bit as much as what we do.
- 3.2 The new IMPACT behavioral framework will help provide a common language to understand and define the behaviours required for success across the new organisation and will help to drive a joint set of values and culture. Additionally,

this approach will serve to link key aspects of Human Resource Strategy in a seamless framework to allow for recruitment selection, performance management and other HR activity to be fully integrated based on the joint behavioural framework.

- 3.3 The IMPACT behaviour framework is set out in Appendix D.

**It is recommended that Council approves the IMPACT behavioural framework.**

#### **4. HOST ORGANISATION**

- 4.1 As part of the T18 Transformation Programme, during the Autumn the Council resolved to continue consulting with staff and unions on the creation of a new 'host organisation' that would be able to give a whole organisation response to service demands rather than a traditional departmental response. Following consultation with staff and the trade unions, it is now proposed to establish the host organisation.

- 4.2 By creating a 'host organisation' with its own identity, we can create a catalyst to enable the cultural shift required to work in a very different way. This will not require the creation of a separate legal entity and staff will continue to be employed by the two councils but they will have new terms and conditions (still within the national agreement) aligned with new ICT and a new working environment. This proposal also ensures that both SHDC and WDBC will still retain full control of their workforce but creates a model that could be attractive to new potential partners. It will then be possible to take the next step of creating an ASDEM (Alternative Service Delivery Model, as an example, a social enterprise) should further examination prove the business case for doing so.

**It is recommended that Council agree to establish the host organisation and delegate the naming of the host organisation to the Head of Paid Service in consultation with the Leader and the Deputy Leader of both Councils.**

#### **5. AGILE WORKING**

- 5.1 At the heart of agile working is the philosophy that work is something we do, not somewhere we go – it is an activity, not a place. Agile working means not working from a fixed location, at a fixed time, all the time. Most roles can be agile, and the extent to which people work in an agile way can vary from role to role. Agile workers have the flexibility to work from a variety of places, without necessarily needing to have a fixed base to return to on a regular basis.

- 5.2 A Fixed worker will be based almost 100% in the office in a fixed area or at a fixed desk.

- 5.3 A Home worker will be based almost 100% at home and appropriate when it is beneficial for the officer, the Councils and their customers.

- 5.4 A Mobile worker will work mostly on the move and out in localities.

- 5.5 A flexible worker will work in a variety of locations, including at home, in offices, in localities and often attending meetings both in the office and elsewhere. We will be providing desks for flexible workers on a 6:10 ratio.
- 5.6 To support employees who become permanent home workers it is proposed to pay a monthly domestic allowance of £18. This is in line with the tax-free allowance payable under HMRC guidelines and will provide compensation for all additional expenditure such as heating, lighting and wear and tear to fixtures and fittings.
- 5.7 Where an employee incurs unavoidable expenditure above the allowance, it is proposed that SMT consider additional payments on a case by case basis.
- 5.8 It is not proposed to pay a domestic allowance to flexible workers who may work from a variety of locations, including home, unless there are exceptional circumstances where expenditure is unavoidable and SMT agree that it is in the financial or other interests of the Council.
- 5.9 Following the consultation period, it is no longer proposed to restrict the eligibility for an essential car user allowance to Mobile Locality Officers. Instead, it is proposed to retain the existing approach and to carry out individual assessments, whilst acknowledging that the role of the Mobile Locality Officer and a more flexible way of working will reduce the need for some officers to receive an essential car user allowance.
- 5.10 The current Travel and Subsistence Policy will be re-negotiated with the trade unions and will be subject to a further report to members.

**It is recommended that Council approve the Domestic Allowance for home workers.**

## **6. SELECTION PROCESS AND REDUNDANCY**

- 6.1 The design and delivery of the selection process is being carried out in partnership with iESE and will be subject to discussions with the trade unions.
- 6.2 As part of the consultation process, 56 officers in total from both Councils expressed an interest in voluntary redundancy. The requests are under consideration by SMT. It should be noted that employees retain the right to withdraw their interest in voluntary redundancy up to the point that the Council issues a notice of redundancy. The selection process is being phased through the life of the Programme. To ensure that service delivery can be maintained through the transition, in general voluntary redundancies will be agreed on a phase by phase basis unless there is a benefit to the Councils of early release. All redundancies will be managed in accordance with the Council's agreed Redundancy and Interests of Efficiency Policy, including the level of financial compensation paid.
- 6.3 Under existing provisions, the responsibility for approving a redundancy is delegated to the Head of Paid Service and decisions are taken in consultation with the Leader.

**It is recommended that Council note that all redundancies will be carried out under the existing provisions of the Council’s Redundancy and Interest of Efficiency Policy.**

**7. PHASE 1A**

- 7.1 Initially selection of staff into the new model was proposed to take place in two phases, broadly relating to “place” and then “people” based activities. The original first phase has now been subdivided into two (1a and 1b) to enable SMT to manage the scale of organisational change. The new initial phase will relate to support services to provide a firm basis for new ways of working for front line service activity provided to external customers. Phase 1a implementation is anticipated in October 2014. A detailed business process review for Phase 1b is about to start with anticipated implementation during June 2015.
- 7.2 The Phase 1a selection process will be starting shortly. There are 71 posts within Scope for Phase 1a for Support Services and approximately 50 FTE’s within the new model, therefore a reduction of around 21 posts. The structure for Phase 1a is still being finalised but the current version is attached at Appendix E. It is unlikely to change by any significant amount.
- 7.3 Of the 21 posts to be reduced, 8 are anticipated to be achieved through voluntary redundancy and 8 through current vacant posts. In addition SMT have agreed that a further 5 officers from future phases who have expressed an interest in voluntary redundancy can also be released without any adverse impact on service delivery during the transition phase.
- 7.4 Our Councils have strived to make every effort to work with our current staff to try to minimise the level of any compulsory redundancies. The figures that are currently materialising from Phase 1a look encouraging in terms of facilitating that desire and being able to manage the transition for staff sensitively.
- 7.5 The costs of the 13 voluntary redundancies are shown below, with a split shown of how those costs would be divided up between both Councils. The basis of the split of costs is on the same basis as the recharge of salaries for the 2013/2014 financial year. Therefore if a postholder’s salary was recharged on a 60% SHDC/40% WDBC basis in the 2013/2014 financial year, their redundancy cost and pension strain costs would be met by each individual Council on this same basis. Some postholders are wholly 100% charged to one Council.
- 7.6 The total of the 13 Voluntary Redundancies is shown below:-

<b><i>Total of Phase 1a and Early release Voluntary redundancies</i></b>	<b><i>Total Cost</i></b>	<b><i>SHDC element of cost</i></b>	<b><i>WDBC element of cost</i></b>
13 posts	£295,722	£219,729 74.3%	£75,993 25.7%

7.7 The costs associated with staff exits cannot be finalised until the completion of the recruitment process.

## 8. LEGAL IMPLICATIONS

8.1 UNISON does not recognise the Job Level Assessment scheme as it is not a nationally agreed scheme that has been subject to a formal equality impact assessment. The Council's own equality impact assessment does not identify any discrimination and the impact of the scheme will be kept under review.

8.2 The Council is bound by the provisions of the Employment Rights Act 1996 when selecting officers for redundancy and the provisions of the Council's Redundancy and Interest of Efficiency Policy when managing redundancies and setting the appropriate level of financial compensation.

## 9. FINANCIAL IMPLICATIONS

9.1 It is anticipated that the proposed pay and grading structure, in conjunction with the reduction in the number of posts, enables the Council to deliver the level of salary savings of £3.2m as identified in the original business plan as approved by Council. Phase 1a is an early step in the implementation of the Programme.

9.2 The maximum financial liability for the Domestic Allowance is £216 per annum per employee and it is anticipated that the number of eligible employees in Phase 1a will be minimal.

9.3 The financial implications of the redundancies under Phase 1a are contained in paragraph 7.6 above.

## 10. RISK MANAGEMENT

10.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

## 11. OTHER CONSIDERATIONS

<b>Corporate priorities engaged:</b>	T18 Transformation programme
<b>Considerations of equality and human rights:</b>	There are no equality or human rights considerations
<b>Biodiversity considerations:</b>	There are no biodiversity considerations
<b>Sustainability considerations:</b>	There are no sustainability considerations
<b>Crime and disorder implications:</b>	There are no crime and disorder considerations
<b>Background papers:</b>	Staff Consultation document
<b>Appendices attached:</b>	A: Response to Staff Consultation B: Response to UNISON C: Job Level Assessment and Pay and Grading Structure D: IMPACT Behavioural Framework E: Phase 1a Organisational Design

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Equal Pay	That the Job Level Assessment tool is not a recognised scheme that would provide a defence to an equal pay claim in the same way as a formal job evaluation scheme.	2	1	2	↔	An Equality Impact Assessment has been carried out and it has not identified any discrimination on the grounds of gender. The impact of the pay and grading structure will be kept under review to ensure there is no unforeseen detrimental impact by gender.	SMT
2	Opening a phased selection process to all internal candidates	Challenge from the Unions and potential challenge from any unsuccessful current employee that the approach does not meet the agreed Managing Organisational Change Policy	2	2	4	↔	SMT have taken a range of advice and on balance have concluded that it is in the wider interest of both Councils to open all posts to all employees within the scope of the T18 Programme given the particular emphasis on behaviours and the desire to create a new culture within the organisation	SMT
3	Financial	That the cost of redundancies is greater than the budget provision	2	2	4	↔	Regular monitoring of the Business Plan assumptions with an acknowledgement that initial assumptions about both levels of savings and costs will change as this complex change programme progresses through each phase	SMT



No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
4	Loss of knowledge	That the loss of skills, knowledge and experience through redundancy will create a skills gap and adversely affect corporate performance and service delivery	3	2	6	↔	<p>There is a work stream dedicated to identifying and capturing any potential loss of skills and knowledge</p> <p>A comprehensive learning and development programme will ensure that employees are given new skills to fill any identified gaps</p>	SMT
5	Staff morale	That asking staff to put themselves forward for selection will damage morale and affect corporate performance and service delivery	4	3	12	↔	<p>A comprehensive communication plan continues to inform employees of the rationale for the selection process and the need to make significant financial savings.</p>	SMT

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## Appendix A

### T18 Staff Consultation Response



#### Introduction

The staff consultation document was issued on 9<sup>th</sup> April 2014. It set out a number of proposals affecting staff and we received over 100 responses from both individuals and teams.

The responses received have been considered carefully by SMT and this has taken longer than originally anticipated due to the large number received and the wide ranging issues raised. Throughout the consultation process we have continued to meet with your trade union representatives and both UNISON branches coordinated a response on behalf of their members that captured many of the issues and concerns raised by the wider staff population. SMT have responded formally to UNISON and we continue to hold constructive discussions with them. Councillors are aware of the issues raised by the respective UNISON branch and of the response provided by SMT.

SMT are very grateful for the level of engagement in the consultation process and with the insightful and challenging questions raised by staff. The consultation proved to be a robust and thorough exercise and this paper sets out SMT's response to the comments received and will form the basis of a Report to Full Council in West Devon on 24 June and South Hams on 19 June.

Where the proposed way forward is a change to the position set out in the consultation, the revised proposal is set out in ***bold and italics***.

#### The consultation process

There was some challenge to the proposal in paragraph 15 of the consultation paper that the new roles are not broadly similar to existing roles and that we consequently do not ring fence roles to a specific group of staff. However, after consideration and in line with support from some staff, it is proposed to allow any member of staff within the scope of the T18 Programme to apply for any post in the new operating model, subject to meeting the minimum requirements for the role.

It is also proposed in line with the consultation paper that we do not consider external candidates (including agency workers) for posts below senior management level unless there are vacant posts following the selection process.

#### The Future Operating Model

In general, the responses were very supportive of the proposed future operating model and welcomed the opportunities it will afford both staff and our customers and communities.

Further work has been carried out during the detailed design stage for phase 1a and the structure chart (Appendix E to the Council report) shows the proposed organisational design and number and level of roles within Support Services.

The revised structure is designed around the principles set out in paragraph 36 of the consultation document and will create a business partner approach to deliver specialist support services in Legal, Finance and HR. ***The responsibilities of the fifth Level 3 role identified in the consultation paper are transferred into the revised Support Services Manager role discussed below.***

The team will be led during the transitional stage by an Interim Head of Service who will be provided by our partners at iESE. Once a permanent Head of Service is selected as part of the senior management structure, the ***Support Services Manager at Level 3*** will be selected. This will be done in December at the same time as the selection for the other management roles. The Support Services Manager is a redesigned role that replaces the Level 4 Case Management Manager role that was set out in the consultation document and will be responsible for the day to day delivery and performance of the Support Services function.

### **Number, Type and Level of Roles within the new Operating Model**

A number of responses received were concerned that the generic job descriptions and person specifications did not contain sufficient detail to identify where their current work activities would take place in the new model.

In response to that concern, ***we have developed a Community of Practice Purpose document for each Community of Practice.***

The Purpose document captures the main purpose of the Community of Practice and set out the main activities it will be responsible for delivering. It will also set out the broad mix of skills that the Community of Practice team members will need to hold and the level of experience and qualification that will be required to operate at each level within the Community of Practice.

There will be a Purpose document for each specialist Community of Practice and for teams within Customer Service, Case Management and service processing, Mobile Locality and Customer Enabling.

We will also review the job descriptions and person specifications to ensure consistency and to remove any reference to competencies that might not be relevant (i.e. a chain saw licence).

As we indicated at paragraph 40 of the consultation document, the final organisation design will be subject to the detailed design work that will be carried out for each Phase.

However, in response to comments received ***we propose to adjust the role of Customer Services Manager to Level 3 and the role of Customer Services Team Leaders to Level 5 to reflect the importance the roles will have in the new operating model.***

In ICT and HR in particular, it is acknowledged that there may be a requirement for additional support during the transitional period and will make sure ensure that adequate

levels of resources are allocated to support the T18 Programme and to maintain an effective level of service in the interim period.

## Pay and Grading

Whilst we acknowledge the concerns of UNISON that the proposed framework is not a nationally recognised job evaluation scheme, ***we propose to adopt the Job Level Assessment framework set out in paragraph 48 of the consultation document.*** We will also publish the equality impact assessment on the framework and keep it under review to ensure there is no unforeseen detrimental impact on any group of people.

In response to comments received ***we propose to introduce a fourth level of Specialist at Level 6*** to reflect the specialist nature of work carried out by technical staff and provide an entry level specialist role for graduates and people undertaking professional training and development.

There was strength of feeling in the responses received that we should retain the professional identity of officers within their job title. We understand and accept this point and ***propose to include the profession in the job title.*** For example, we now propose to use the title Specialist Accountant and Senior Specialist Environmental Health Officer.

On pay and grading, we did receive some comments that the current SO2 grade had been removed and that this would have a detrimental impact on some staff. However, in order to adopt a leaner pay and grading structure that better reflected the nature of the new roles it was necessary to make some changes and reduce it from 12 grades to 7 (below senior management level).

We wanted to maintain a consistent approach with 5 spinal column points within each new Level and to keep to the National Joint Council (Green Book) pay spine. As a consequence we did need to omit some spinal column points from the proposed structure. At the current SO2 level, it is anticipated that people will have the choice of applying for a Specialist post or a Case Manager role where the Level and salary would reflect the migration of the more technical parts of the job to the Specialist.

After consideration, we propose to adopt the salary bands set out in the consultation document at paragraph 49.

## Creating the new culture

Since the publication of the consultation document we have carried out further work on developing the proposed behaviour framework and propose a slight amendment.

In order to better reflect the overarching importance of putting the customer at the heart of everything we do, we propose to embed a robust customer focus to each of the six behaviours. We therefore propose to change the current 'customer focus' behaviour to 'outcome focussed' to better reflect the new approach to delivering services to our customer and communities.

In addition, we consider that 'respectful' is more successfully integrated as part of the way we interact with others in 'communicative', 'challenging' and 'co-operative' and is a value, rather than a behaviour. We therefore propose to replace 'respectful' with the new behaviour

'adaptable' to reflect the requirement to be flexible and the ability to respond positively to change.

We therefore propose **to adopt the amended version of the IMPACT behaviours below.**



**Responsible** – We take ownership of our actions and are accountable for our performance, finding a solution to every problem and making appropriate decisions

**Communicative** – We express ourselves clearly, respectfully and with enthusiasm, varying the way we communicate to ensure the message is understood

**Adaptable** – We maintain a positive outlook and we are adaptable and show flexibility in the way we work

**Challenging** – We are innovative, challenging the status quo to drive continuous improvement in everything we do

**Cooperative** – We work collaboratively with colleagues and partners, building and maintaining effective working relationships with a range of people

**Outcome focussed** – We deliver timely and excellent results focusing on quality outcomes for our customers

### **Agile Working**

The proposed domestic allowance is in line with the rate set by HMRC and is an appropriate level to compensate staff in the majority of instances. However, ***in exceptional circumstances, SMT will consider meeting unavoidable additional domestic expenditure where it is in the Councils' financial or operational interest, either as a one-off payment or in the form of an increased allowance.***

Similarly, SMT do not propose to offer a domestic allowance to flexible workers but will ***consider a payment in exceptional circumstances where a flexible worker incurs an unavoidable domestic expenditure and it is in the Councils' financial or operational interest.***

We are still in negotiations with UNISON about changes to the Travel and Subsistence policy and any changes will be subject to the outcome of those discussions. However, in response to concerns raised by some members of staff, we will work with UNISON to ensure that all staff are treated equitably. For instance, we will amend the policy to ensure that a person based in Tavistock would not have to deduct the home to Follaton House mileage when undertaking a business journey to a site closer than Totnes. Instead, ***we will apply a***

***common sense approach that will require people to only deduct the normal mileage between home and the nearer of the Kilworthy Park or Follaton House when undertaking a business journey to or from home.***

In response to comments received, ***we no longer propose to withdraw the essential car user allowance to everyone other than Mobile Locality Officers.*** Instead, we will retain the current practice of assessing each role separately and deciding whether the nature of their role requires an essential user payment to be made.

It is also proposed in response to comments received to ***compensate people who are required to move their fixed place of work with a disturbance allowance based on 100% of the excess mileage for a period of 12 months, rather than the 40% proposed in the consultation document.***

***It is accepted that in some cases it would be operationally and/or financially advantageous to provide a council vehicle. We will consider this on a role by role basis and keep it under review.***

In acknowledgement of concerns raised by some people about broadband capability in some rural locations we are currently working with potential partner organisations ***to identify a number of touch down centres where you can log on to our system and access information etc.*** Initially this work is focussing on sites within West Devon.

It remains our intention to provide touchdown facilities at Follaton House on a 6:10 ratio and the experience of other organisations is that this ratio is sufficient once people get used to flexible working arrangements. In addition, we will maintain a number of fixed and touchdown facilities at Kilworthy Park.

It is not the Councils' intention to require any person to work as a fixed home worker and wherever possible we will work with people to ensure that they have appropriate and efficient working arrangements that suit both the individual and the Council and its customers.

There is no intention to make financial savings by requiring people to reduce their working hours in the new operating model.

## **Redundancy**

A number of people took the opportunity to express an interest in voluntary redundancy. SMT will consider the requests in line with each phase of the programme, although in a limited number of instances, it has been possible to agree to the early release of staff from phase 1b or 2 where it is financially and operationally in the Councils' interest.

We can confirm that a person who does not put themselves forward for selection will be issued with a notice of redundancy and will leave the Council on the grounds of redundancy unless they are able to secure an alternative position. We can also confirm that the level of redundancy compensation will be the same irrespective of whether the person volunteers for redundancy, does not put themselves forward for selection or is unsuccessful in the selection process.

In the Future Operating Model Blue Print, a total of 97 full-time equivalent posts were identified at risk of redundancy, representing a 24% saving for the Councils..

## **Selection process**

We are now in a position to confirm how the selection process will work and details will be published on the intranet, along with information on how to apply for a role and details of a series of familiarisation workshops and HR drop-in surgeries.

We do not envisage placing people on probation in a new role unless they accept a role that will require them to display a significantly different set of skills than in their current role.

## **Senior Management Team**

A Council report on the Senior Management Team has also been published and is available on the T18 pages of the intranet.

## **Conclusion**

The publication of this response coincides with the release of details of the roles and organisational design of phase 1a and of the selection process and therefore marks a significant stepping stone on our journey. I would like to thank you all for your continuing contribution to the transformation programme and the development of our new way of working.

Tracy Winser

Executive Director

13<sup>th</sup> June 2014



## Appendix B

Our Ref: CF

When telephoning please  
ask for:

Claire Fryer



Date: 9<sup>th</sup> May 2014

West Devon  
Branch  
Kilworthy Park  
Drake Road  
Tavistock  
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Also at:

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UNISON House  
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324765

**Regional  
Secretary:**  
Joanne Kaye

### **T18 Staff Consultation and Senior Management Structure Staff Consultation**

West Devon Branch has sought the views of its membership regarding the consultations and as a result has the following comments to make:

#### **Senior Management Structure**

***All comments relating to the SMT proposals have been passed to the Council Leader for consideration***

UNISON is unable to agree to this being open to external candidates from the start. This seems to conflict with the Council's Managing Organisational Change Policy

Should external people be appointed who will they work for? Is there a policy or some structural diagram to show what posts sit with which council?

The document makes no reference to redundancy issues (unlike the T18 Staff Consultation).

There is no mention of staff that did not get a post being able to apply for other posts within the wider T18 structure. Any salary assessment will need to be subject to and Equality Impact Assessment. How will Members (Councillors) be trained to make any assessments? There seems to be no published scheme for determining the salaries.

#### **T18 Staff Consultation**

The report sent to Councillors last year indicated that there would be a Head Count reduction of 24-25% at West Devon. Is this still the case or is it envisaged that the number of people directly employed by West Devon could be a lot less? If so, has this been communicated formally to Councillors?

***There are no proposed changes to the anticipated redundancy levels at each Council***

Staff in Phase 1a are telling us that they are becoming anxious and rather stressed. Is there easily accessible support available to them and will facility time be provided to access this support? Will this then be available to the

## Appendix B

rest of the staff?

***Support will be given to help people applying for posts in Phase 1a in June. It will be available to other people in the lead up to the other selection processes at the later phases. Time off to attend these sessions will be given and staff encouraged to attend***

A staff profile obtained by both UNISON Branches roughly 12 months ago showed that approximately 2/3 of people employed at West Devon are female and at South Hams this is nearer 1/3. Has this been taken into account within Equality Impact Assessments?

***The workforce profiles of both Councils have been taken into account when considering the equality impact assessments. It is also worth noting that approximately 150 predominantly male employees at South Hams from Environment Services are out of scope of the T18 programme, significantly altering the gender profile of the in-scope employees at South Hams***

Members have raised concerns with regard to the Strategy and Commissioning Group. What is it? What is its remit? When will information be published on this?

***Once the SMT structure has been agreed we can carry out the detailed design work that will provide further information on staffing requirements and the activities that will be carried out in the Strategy and Commissioning team.***

UNISON Members felt very strongly that slotting in of some people could occur. We feel that the Council should undertake a risk analysis on this as soon as possible. It has been drawn to our attention that the Mobile Locality Officer role has been further detailed for Parking and seems to be identical to that of our current Parking Officer post.

***We have noted the risk identified, but comment that as a result of the new way of working, roles will be different in the new operating model.***

Blue Printing – lots of our members had little or no involvement in this at all. This has raised concerns that any modelling has been done based on the South Hams DC ways of working and not that at West Devon. How was it decided who was to do this blue printing and should it have been fully integrated across both councils?

***Employees at both councils have been involved in the Blue Printing and will be involved in the detailed design work. There has been no bias towards either council and care was taken to take into account incidences where there is a difference in the current ways of working***

Members are concerned about how functions (some of which are statutory) currently delivered by staff who specialise in the various work areas will continue to be provided to the same high standard. This needs to be

## Appendix B

explained in detail because the generic job descriptions do not provide the answers.

***We intend to create Community of Practice Purpose, Responsibilities, Skills and Qualifications (PRSQ) document for each Community of Practice***

***This document will include a section on the skills, experience and qualifications etc that will be required to work within the Community of Practice***

***We intend to produce these documents for Phase 1a before end of June and to complete work on the remaining Communities of Practice as the detailed design work for phase 1b and 2 is completed***

Redundancy issues are a major concern. If staff are unsuccessful in obtaining a post or wish to take redundancy, they will be given an Effective Date of Termination (EDT). Should some of these staff be asked to stay on for longer to aid the transition or for other reasons, is there to be a policy to cover this so that everyone is clear on the consequences of accepting changes to their EDTs?

***In certain circumstances we may mutually agree to extend the effective date of termination originally set out in a redundancy notice. Where this occurs we will ensure there is no loss of any entitlement to a redundancy payment***

What is the timescale for decisions regarding Voluntary Redundancy Applications?

***SMT will consider VR requests during May and June and we will enter into discussions with affected staff to try and agree a mutually convenient termination date where the request is granted***

Will staff retained passed their original EDT receive leave, accrued pension and should an employment anniversary be reached, will this be honoured?

**Yes.**

How will the current Redundancy and Redeployment Policy be used?

***We have placed all staff within scope of the Programme at risk of redundancy and, in effect, will be offering redeployment into roles in the new model as an alternative to redundancy***

***We are proposing to draw a ring fence around all the roles in the new model for all employees within scope of the programme. Employees will be able to express an interest in any role, subject to meeting the minimum requirements of the job***

## Appendix B

How quickly will those staff requesting flexible retirement receive a decision?

***SMT will consider Flexible retirement requests during May and June. People retain the right to request flexible retirement at any time in accordance with current policy***

Our members have raised concerns regarding agile working. Will the Okehampton Customers Services Centre be retained?

**Yes**

No mention of it is made in the document. If so, could there be more touch-down facilities provided? If not how will residents in the north of the Borough have face-to-face contact with the council?

***More touch down facilities may be available. The site will be retained to enable residents in the north of the Borough to have face-to face contact with the Council***

Many current staff are unable to work from home due to lack of space

***There are no assumed numbers for home working and we acknowledge that for some people, home working might not be an option. Alternative places of work may be found or employees may choose to apply for roles that are permanently based in an office location***

Very poor broadband speeds and a lack of mobile signal is also a major issue for our members.

How will IT support be provided for staff working from home or other possible office space? If there is a major problem there is not necessarily going to be an alternative pc, laptop, tablet to use.

***The revised home working policy will include details of the bandwidth requirements to enable home working***

***The issue of broadband and mobile coverage around the districts is one that is driving the touchdown approach, where staff will be able to go to set locations and log on using secure Wi-Fi***

The Allowance of £18 is thought to be very low especially where staff currently have a very basic level of broadband and heating costs are potentially high. Is the Council willing to consider paying more should the costs be higher to the member of staff? HMRC states that this can be done.

***We have revisited this proposal but feel it is an appropriate level of compensation for staff that are designated as home workers. We will manage any exceptional circumstances as and when they arise***

How will Health and Safety checks be carried out on people's homes?

## Appendix B

### ***In accordance with a revised home worker policy that will take into account appropriate advice and guidance***

Many staff either cannot drive or have no access to a vehicle because of cost or may be in a one car household and they walk to the office, get a lift or use Public Transport.

***For people in this situation, home working or flexible working should be an advantage. If someone accepts a role that is based at another fixed location, e.g. Follaton House in Totnes, we are proposing a disturbance allowance to help with the cost of additional travel. We may agree to pay the allowance in a lump sum if this helps a person purchase a car or public transport season ticket***

Some staff currently have roles where they are provided with vehicles. Will this continue or would those people be required to obtain a vehicle should they wish to apply for a “similar” post in the new structure?

***We anticipate that council vehicles will be provided for some people where it is operationally required***

Will Shift Allowances, Standby Allowances etc be paid for those roles that will be affected? There is no information on this within the document.

***We will propose a new policy on premium payments for negotiation***

Many members here have carer responsibilities and potentially travelling 74 miles a day which takes about two hours is going to make those carer duties very difficult to do? Has this been taken into account in an Equality Impact Assessment and if so, with what outcome?

***We understand that some people have carer responsibilities and that travelling to Totnes every day would be difficult. However, for the majority of roles, people will be able to work flexibly and will not be required to travel long distances every day. For the purposes of the Equality Impact Assessment we acknowledge that there is the opportunity for people to avoid the necessity to travel long distances by working flexibly or by seeking appointment to a role that is fixed in a particular location***

Our members have concerns regarding the Designated Administrative Centre referred to in the document as being Follaton. If this is the case West Devon staff will not be able to claim any mileage and could be financially disadvantaged.

***This was an unintended consequence and for the purposes of the travel policy we will set the administrative centre as being the closest of Kilworthy or Follaton to the employee’s home address. This will mean that people based nearer to Tavistock will not have to deduct the normal mileage from home to Totnes whenever they visit an external site***

## Appendix B

Is Kilworthy to be designated as an Administrative Centre for mileage purposes?

***Yes. Please see above***

UNISON maintains the position that the proposed travel policy is a contractual matter and requires a 90 day consultation.

***Noted. We will amend the travel policy with the proposed changes and open negotiations with the unions***

The Proposed 40% Disturbance Allowance has been queried by our members who might have to work from Follaton. It is felt that it will not come anywhere near the amount needed to cover the additional costs of travelling which for some staff will be nearly 100 miles a day. What about the additional travel time that these people will have to undertake? Is this to be taken into account? When staff were required to transfer from Okehampton to Tavistock, there was a time allowance given as well, negotiated under Appendix E.

***We have revisited this and are prepared to increase the payment to 100%***

***If somebody would prefer to take the allowance as a one-off lump sum to help purchase a vehicle or pay for a public transport season ticket we are prepared to reach an agreement on the appropriate level of allowance paid***

***We do not propose to allow any time for travel***

Is there an Equality Impact Assessment relating to the assessment centre process and also the job levels and salary ranges? Please can this be published?

***We will publish EIA on proposed changes to the Travel and Subsistence Policy, the proposed approach to Selection, the Job Level Assessment and resulting pay and grading structure***

What provision is there for taking on new staff in what could be thought of a specialism with a view to training them and career progression? Examples would be Trainee Planners, ICT, and Environmental Health Officers.

***We propose a further level of Specialist at Level 6 that will be appropriate for people entering a profession. We will be looking at succession planning and talent management as part of Workforce Planning for the new host organisation***

UNISON will not be able to agree to any pay and grading scheme that does not meet the requirements of our Head Office Legal Team with regard to Equality.

## Appendix B

***Noted and understood. We have carried out an Equality Impact Assessment on the Job Level Assessment and have not identified any areas for concern. We will also carry out an assessment once people are appointed to the new model to make sure there is no unforeseen indirect discrimination***

Members feel the Assessment Process idea is very light on information bearing in mind that some staff are due to go through this process in the very near future.

***Noted. We will shortly be in a position to discuss the selection proposals further***

Please confirm UNISON will be fully consulted on proposals for the assessment process.

***Yes, we will discuss our proposed approach to selection with UNISON***

It is not clear how specialists would be catered for in the Assessment Process. How would they be selected? What are the criteria? When will this be published?

Will the assessment process be the same for all posts/roles? If not how can scores be carried forward by staff unsuccessful in 1a or 1b?

***Please see above. We will discuss our proposals with UNISON shortly***

Certain Council roles require specialist training and qualifications in order that the function can be carried out correctly and legally. These are not necessarily Specialists as shown in the Job Descriptions provided. How will this be accommodated?

***We intend to create Community of Practice Purpose, Responsibilities, Skills and Qualifications (PRSQ) document for each Community of Practice***

***This document will include a section on the skills, experience and qualifications etc that will be required to work within the Community of Practice***

***We intend to produce these documents for Phase 1a before end of June and to complete work on the remaining Communities of Practice as the detailed design work for phase 1b and 2 is completed***

How will any Assessment Process clearly take into account past performance? Appraisals were felt by members to be far from a reliable source of such information.

Would staff obtaining the highest scores in an Assessment Process be automatically offered the posts in preference to those deemed to have "passed" but with a lower score?

## Appendix B

How will the pass score be determined/calculated? Will it be the same for all posts?

Can staff apply for any role they consider suitable or is there any sort of restriction?

***Please see above. We will discuss our proposals with UNISON shortly***

Members are worried that posts could be made part-time to save money. Please confirm that posts will be full-time unless staff request part-time working or Job Share.

***There is no intention to make roles part-time to save money. However there may be part-time roles available***

Could staff who were unsuccessful in getting a post for whatever reason apply for any posts advertised externally (if suitable)? If so would any reference to their previous assessment process score be made or would they be treated like any other external candidate?

***It would be open for people who have left the Council's employment to apply for any externally advertised posts. In that event, they would be considered an external candidate and any score from an internal assessment process would not be taken into account***

Would external applicants to any post be put through the same assessment centre as existing staff?

***We have not yet decided how we would recruit externally to any vacant posts but we would be very likely to design a process that tested the same behaviours***

Many Job Descriptions appear to be almost identical yet appear to be different scales. How will these actually be differentiated?

***The job descriptions draw a distinction between different salary levels by identifying the appropriate knowledge and skills required and other factors***

How will staff on maternity/ paternity/adoption leave or wishing to change their hours due to carer responsibilities be accommodated?

***Everyone will be asked to state their preferred working hours and we will try to facilitate this wherever possible. We will also take into account a statutory request for flexible working***

The Branch looks forward to receiving your written responses to the points raised.

Yours faithfully



## Appendix B

Claire Fryer  
Branch Secretary

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## APPENDIX C

Level	Knowledge & Skills	Decision Making	Resources	Customer and Community Impact
1	TO BE AGREED BY MEMBERS			
2	TO BE AGREED BY MEMBERS			
3	Expert knowledge of council wide services and/or specific specialist area People and operational management	Accountability and responsibility for all processes, procedures and work standards within business/specialist area	Unit managers – accountable for all resources CoP leads - responsible for all people support/mentoring within CoP	Major impact across the Councils’ policies and activities or on significant customer groups
4	Deeper knowledge of specific specialist area	Taking more complex decision or applying greater discretion to the policy guidelines	Efficient use of all resources including professional standards and procedures, technical resources and assets	Major impact on service provision, the public or other organisations
5	Working knowledge of specialist area, fully qualified	Beginning to set work standards and applying discretion to policy implementation	Efficient use of all resources including professional standards and procedures, technical resources and assets	Significant implications for the specialism or significant effect on employees or customers
6	Deeper understanding of council wide services or specific expertise in specialist area or working knowledge with team supervision responsibilities	Rules based - some discretion within policy guidelines	Team leaders –direct supervision of a group of people carrying out work/tasks within the same area of work	Improving the customer experience by creating a seamless response to customer need
7	Working knowledge of council wide services – good practical knowledge of more involved tasks across a range of disciplines or better practical knowledge of more involved tasks in one specialist area	Rules based - some choices based on the policy framework	Efficient use of all necessary systems and tools to interface with the customer	A quicker, more simple and responsive customer journey and processing, resulting in higher customer satisfaction
8	Good, but developing knowledge of council wide services	Rules based – no discretion, adherence to readily understood rules and procedures	Able to use all necessary systems and tools to interface with the customer	Responding to and meeting customer expectations, empowering customers to self-serve
9	Basic knowledge of how the councils work	Directed work	Able to use all necessary systems and tools	Predominantly working with internal customers to support the work of the councils

Level	Roles	Indicative salary	Indicative spinal column points
1	<ul style="list-style-type: none"> <li>Executive Directors</li> </ul>	TO BE AGREED BY MEMBERS	
2	<ul style="list-style-type: none"> <li>Heads of Service equivalent</li> </ul>	TO BE AGREED BY MEMBERS	
3	<ul style="list-style-type: none"> <li>Lead Specialist</li> <li>Specialist Manger</li> <li>Case Management Manager</li> <li>Customer Service Manager</li> <li>Support Services Manager</li> </ul>	£40,254 - £44,164	47 - 51
4	<ul style="list-style-type: none"> <li>Senior Specialist</li> <li>Customer Enabling Manager</li> <li>Locality Officer Manager</li> </ul>	£33,128 - £36,676	39 - 43
5	<ul style="list-style-type: none"> <li>Specialist</li> <li>Case Management Team Leader</li> </ul>	£28,922 - £32,072	34 - 38
6	<ul style="list-style-type: none"> <li>Specialist</li> <li>Customer Service Team Leaders</li> <li>Case Management Expert/Specialised</li> <li>Customer Enabling Team Members</li> <li>Locality Officer (Community)</li> </ul>	£23,188 - £26,539	27 - 31
7	<ul style="list-style-type: none"> <li>Senior Customer Service Team Members</li> <li>Senior Case Management Team Member</li> </ul>	£19,817 - £22,443	22 - 26
8	<ul style="list-style-type: none"> <li>Customer Service Team Members</li> <li>Case Management Team Member</li> <li>Locality officer (Operations)</li> </ul>	£16,998 - £19,317	17 - 21
9	<ul style="list-style-type: none"> <li>Transactional admin {scanning/trainee, etc}</li> </ul>	£15,189 - £16,604	12 - 16

## Appendix D



### The IMPACT Behaviours

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**Responsible** – We take ownership of our actions and are accountable for our performance, finding a solution to every problem and making appropriate decisions

**Communicative** – We express ourselves clearly, respectfully and with enthusiasm, varying the way we communicate to ensure the message is understood

**Adaptable** – We maintain a positive outlook and we are adaptable and show flexibility in the way we work

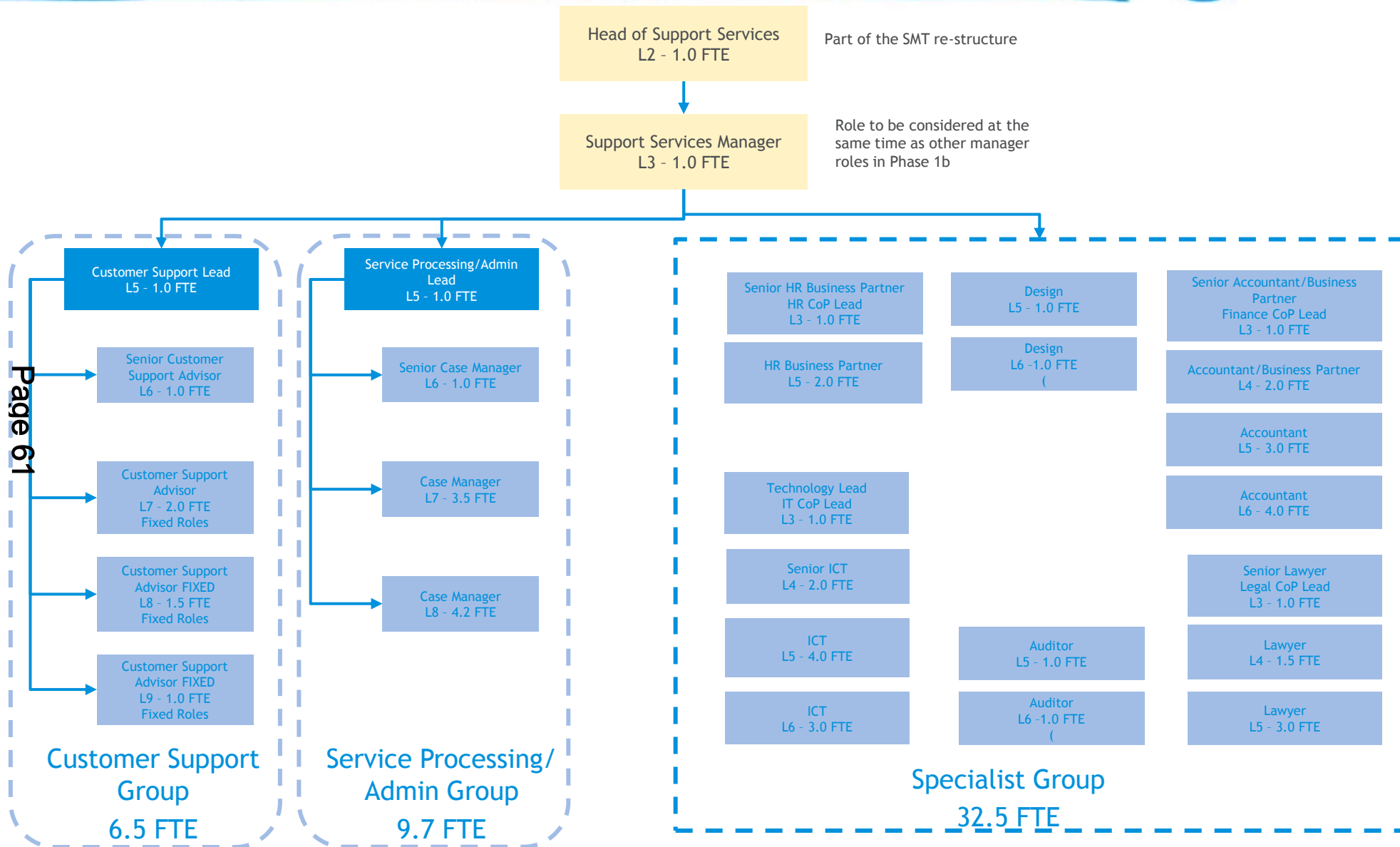
**Challenging** – We are innovative, challenging the status quo to drive continuous improvement in everything we do

**Cooperative** – We work collaboratively with colleagues and partners, building and maintaining effective working relationships with a range of people

**Outcome focused** – We deliver timely and excellent results focusing on quality outcomes for our customers

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# Support Services - Org Chart



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AGENDA  
ITEM

**6**

## WEST DEVON BOROUGH COUNCIL

AGENDA  
ITEM

**6**

<b>NAME OF COMMITTEE</b>	<b>SPECIAL COUNCIL</b>
<b>DATE</b>	<b>24 June 2014</b>
<b>REPORT TITLE</b>	<b>Members' Allowances 2014/15 – Interim Review</b>
<b>Report of</b>	<b>The Independent Panel on Members' Allowances</b>
<b>WARDS AFFECTED</b>	<b>All</b>

**Summary of report:**

To consider a report which presents the views of the Independent Panel on Members' Allowances and, as a consequence, which seeks to determine the new Scheme of Members' Allowances for the 2014/15 financial year.

*(NOTE: this is a slightly updated report to the version which was considered (and subsequently deferred) at the Annual Council meeting on 13 May 2014.)*

**Financial implications:**

If Council supports the recommendations of the Independent Panel, there will be a consequent budget saving of £4,235.94. This saving is generated from the proposal to apply a minimum size threshold to a Group (at least 8 Members) to enable a Group Leader the ability to claim a Special Responsibility Allowance.

**RECOMMENDATION:**

**That the Council RESOLVES that:-**

- 1. the revised Schedule A: Basic and Responsibility Allowances 2014/15 (as shown at presented Appendix A) be adopted with immediate effect and be in place until the Annual Council meeting in May 2015;**
- 2. a provision be formally adopted in relation to attending and claiming travel and/or subsistence for attendance at a conference, course, seminar or other event whereby reimbursement as an 'Approved Duty' must be signed off by the Leader of Council and the Leader of the Main Minority Group (appendix C refers);**

3. the Panel recommendations on allowances payable to members of town and parish councils be noted; and
4. on behalf of the Council, a letter of thanks be sent to the Panel members for their thirteen years of service on the Panel.

**Officer contact:**

Darryl White, Democratic Services Manager. Tel (01803) 861247

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**1. BACKGROUND**

- 1.1 In accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003, it is a requirement that any changes to a Council's Scheme of Members' Allowances are considered initially by an Independent Panel appointed for that purpose, which then makes recommendations to the Council.
- 1.2 The Council's Independent Panel comprises of:-
  - Mike Leece – Independent Business Consultant;
  - Brian Medhurst – former Executive Director, Prudential Corporation (Panel Chairman); and
  - Caroline Mitchell – Independent Consultant Solicitor.
- 1.3 The Panel has been tasked with undertaking an interim review into the following issues:-
  - Whether or not the Basic Allowance should be increased?
  - Whether the current list of roles entitled to claim a Special Responsibility Allowance (SRA) should be amended?
  - Should any of the multipliers applied to the SRAs be amended?
  - Should a process for claiming travel and subsistence allowances as 'approved duties' be formally approved?
  - Should a parish basic allowance be recommended and, if so, at what rate?
- 1.4 The Panel proceeded to meet to discuss these issues in February 2014. Whilst this meeting was attended by the Democratic Services Manager, the Panel did not wish to be joined by any Members.
- 1.5 When this report was initially considered at the Annual Council meeting on 13 May 2014, the following was agreed (Minute CM 18 refers):

*“That consideration of this matter be deferred until the Special Council meeting on 24 June to enable for a meeting to take place in the meantime between designated Members and the Independent Panel.”*
- 1.6 This meeting was subsequently held on Thursday, 19 June 2014 and was attended by Messrs Leece and Medhurst from the Panel and Cllrs Benson, Clish-Green, Marsh, Moyse, Sampson, Sanders and Whitcomb.

- 1.7 Summary notes arising from this meeting are attached at Appendix B. However, in its concluding comments, the Panel confirmed that it was satisfied with its original recommendations and it was a matter for the Council to determine whether or not it wished to agree with these views.

## **2. ISSUES FOR CONSIDERATION**

### **Basic Allowance for 2014/15**

- 2.1 When last considering this issue (in 2012), the Panel's recommendation to freeze the Basic Allowance at that time was strongly influenced by the economic climate and in particular the freeze on staff salaries. As a consequence, the recommendation then was that there should be no increase in the Basic Allowance until the freeze on staff salaries was lifted.
- 2.2 Having been informed that the staff had been in receipt of a 1% salary increase for 2013/14, the Panel felt it now to be justified to make an increase in the Basic Allowance and that it would be fair and consistent to set this at the same level.
- 2.3 If agreed by the Council, this will result in the Basic Allowance being increased by £40.92 from £4,092.48 to **£4,133.40**.
- 2.4 Whilst noting that this would still result in the Basic Allowance being lower than a number of other local authorities in Devon, the Panel felt that this is offset by the Council decision to introduce a somewhat generous IT Allowance.
- 2.5 Finally, the Panel consider that any further adjustment to the Basic Allowance should be best left for consideration during the next comprehensive review, which will be required before the May 2015 local elections.

### **Special Responsibility Allowances (SRA)**

- 2.6 A principle that the Panel has followed consistently since their initial report was produced in 2001 is that Members should be restricted to receiving only one SRA. The Panel remain of this view.
- 2.7 A second principle that the Panel has consistently applied is that SRAs should only be paid for 'significant additional responsibilities'. As a consequence, the Panel has not recommended payment of a SRA to Vice Chairmen of Committees. The one exception to this principle is the recommendation to continue to recognise that the Deputy Leader of Council, who is also Vice Chairman of the Resources Committee, should be entitled to claim a SRA. To avoid any confusion, the Panel wish to clarify that this recommendation is made in light of the combined role and to reflect the overall scale of responsibility being carried out. The Panel also wish to stress that this is not intended to suggest a departure from the general principle of not making payments to Committee Vice Chairmen.

- 2.8 In respect of the current schedule of SRAs referring to 'Leaders of the other 2 political groups', the Panel note that there has been an increase in the number of political groups. The Panel has taken into account the Guidance that 'where one political group is in control, the authority must make provision for the payment of a SRA to at least one Member of a Minority Group'. In coming to a recommendation, the Panel had to decide what constituted a 'Minority Group' and came to the judgement that the scale of responsibility to merit receipt of a material SRA should require a minimum size of 8 Members within that Group.
- 2.9 The Panel confirmed that it is content to recommend that the existing multipliers applied to SRAs are retained and considered again during the next review.
- 2.10 The Panel also remain of the view that the Civic (Mayor and Deputy Mayor) Allowances should be kept separate from the list of SRAs. The Panel consider that civic responsibilities should be considered, and rewarded, separately from general council responsibilities. Therefore, in the event that either the Mayor or Deputy Mayor should qualify for one of the listed SRAs through Council responsibilities, it was considered right that they should not be prevented from receiving the relevant SRA in addition to their Civic Allowance.

### **Travel and Subsistence Allowances**

- 2.11 The Panel was asked to consider whether it was happy to support a provision being included in the list of approved duties for Travelling and Subsistence within the Allowances Scheme, whereby reimbursement for attendance at conferences, courses, seminars and events must be 'signed off' by both the Leader of Council and the Leader of the Main Minority Group. This suggestion was made in light of some Member confusion around the definition of an 'Approved Duty' (e.g. when Members were (and were not) able to be reimbursed for attendance at a conference, course, seminar or event).
- 2.12 Since this is deemed to be an internal Council procedure, the Panel did not wish to make a recommendation in this regard. However, to enable clarity and consistency for Members, officers are recommending that this provision be approved and built into the Scheme (appendix C refers).

### **Town and Parish Council Allowances**

- 2.13 The Panel also acts in the capacity of the Parish Remuneration Panel in making recommendations on allowances payable to members of town and parish councils. Payments of allowances in this regard are discretionary.
- 2.14 When the Panel last considered this issue in 2010, it was of the view that only those towns and parishes with a budget of over £50,000 should be eligible to claim a Basic Allowance of up to £300 and a Chairman's Allowance of up to £750.
- 2.15 For the same reasons as given in recommending an increase to the Basic Allowance for Borough Council Members Allowance, the Panel again felt that any

increase in Town and Parish Council Allowances should be limited to the same 1% ceiling.

### Postscript

- 2.16 In their concluding remarks, the three Panel members have given notice that they are not willing to serve beyond the end of 2014, except in a consultative capacity.
- 2.17 Panel Members would like to put on record that they have all enjoyed working with the Council over the last thirteen years, but feel it is now the right time to make a complete change in time for the next full review in 2015 in order to allow a fresh look at the overall Scheme of Members' Allowances.

### 3. RISK MANAGEMENT

- 3.1 The risk management implications are shown at the end of this report in the Strategic Risks Template.

<b>Corporate priorities engaged:</b>	None directly related to this report.
<b>Statutory Powers</b>	The Local Authorities (Members' Allowances)(England) Regulations 2003.
<b>Considerations of equality and human rights:</b>	None directly related to this report.
<b>Biodiversity considerations:</b>	None directly related to this report.
<b>Sustainability considerations:</b>	None directly related to this report.
<b>Crime and disorder implications:</b>	None directly related to this report.
<b>Background papers:</b>	The Council Constitution The Local Authorities (Members' Allowances)(England) Regulations 2003.
<b>Appendices attached:</b>	<b>A:</b> Copy of the Proposed Schedule A of the Basic and Special Responsibility Allowances for 2014/15. <b>B:</b> Summary notes arising from the meeting of Panel representatives and some Members held on 19 June 2014; and <b>C:</b> Proposed criteria for Member Attendance at Courses, Conferences and Events.

### STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Statutory Requirement	The Council has a statutory requirement to adopt a Scheme of Allowances and to consider the recommendations of its Independent Panel in doing so.	2	1	2	↔	In making its decision, the Council pays due attention to the recommendations of the Panel.	Democratic Services Manager

Direction of travel symbols ↓ ↑ ↔

## SCHEDULE A

### Basic and Responsibility Allowances 2014/15 – Draft (Version 2)

Role	Multiple of Basic Allowance	Basic Allowance £ per annum	Special Responsibility Allowance £ per annum	£ Total
<b>Basic Allowance</b> (all elected Members)		4,133.40		4,133.40
<b>Special Responsibility Allowances</b>				
Leader of the Council, Chairman of Resources and leader of the largest political group	Basic x 200%	4,133.40	8,266.80	12,400.20
Deputy Leader and Vice Chairman of Resources	Basic x 150%	4,133.40	6,200.10	10,333.50
Leaders of other political groups	2 x Basic Allowance / 31 x No. of Group Members			
Chairman of Audit	Basic x 90%	4,133.40	3,720.06	7,856.46
Chairman of Community Services Committee	Basic x 150%	4,133.40	6,200.10	10,333.50
Chairman of Planning and Licensing	Basic x 120%	4,133.40	4,960.08	9,093.48
Chairman of Overview and Scrutiny	Basic x 90%	4,133.40	3,720.06	7,853.46

These are the proposed figures for 2014/15

#### **Civic allowances (see paragraph 7 of the Scheme)**

Civic Duty	£ Allowance
Mayor	3,000
Deputy Mayor	825

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**Summary Notes Arising from the Meeting held between Panel Representatives  
and Council Members on 19 June 2014**

**In attendance:** Cllr Benson  
Cllr Clish-Green  
Mr Leece (Independent Panel Member)  
Cllr Marsh  
Mr Medhurst (Independent Panel Chairman)  
Cllr Moyse  
Cllr Sampson  
Cllr Sanders  
Cllr Whitcomb

**Apologies:** Cllr Baldwin  
Mrs Mitchell (Independent Panel Member)

**Main Discussion Points:**

- The tight timetable allocated by officers for the review being the reason for the Panel deciding that it did not wish to meet with Members during the interim review;
- In explaining the recommended Group Size threshold of 8 Members, the Panel advised that it wished to eliminate a Group Leaders SRA for smaller groups and felt that a Group Size comprising approximately a quarter of the total membership was a reasonable number to warrant a SRA. When pressed further, the Panel confirmed that it was not wholly committed to this recommendation and was fairly relaxed should the Council conclude that the size threshold be set at 6 Members;
- Cllr Sampson advised that a formulaic approach which resulted in the Group Leaders SRA being directly linked to Group Size was supported by the Independent Group;
- There was a recognition that the next full review (with a newly convened Panel) would need to undertake a fundamental belt and braces review of the Allowances Scheme;

- A number of Members emphasised the level of commitment, work and time associated with the role of P+L Committee Vice-Chairman, which they felt merited the role being allocated a SRA. In reply, the Panel advised that it had continued to adopt the same principle whereby, to keep the number of SRAs in check, it did not support payment of SRAs for Vice-Chairmen. Since this was the last Review to be undertaken by the Panel in its current form, it was not minded to change its policy in this regard, but did acknowledge the demands upon all P+L Committee Members;
- As a general point, a Member commented that the work of a Councillor was ever increasing and the Basic Allowance was not sufficient to either reflect the role or attract prospective candidates to stand for election;
- In respect of adopting a process regarding attendance and claiming at conferences, seminars, training events etc, the Panel confirmed its views that this was an in-house matter which should be determined by the Council;
- Whilst all Members theoretically could claim the IT Allowance, the Panel acknowledged that less than half currently did. As a consequence, the Panel appreciated that reference to the Policy being 'generous' did therefore not apply for all Members.

**Criteria for Member Attendance at Courses, Conferences and Events**

Name of Member(s) wishing to attend: .....

Name of Course/Conference/Event: .....

Date of Course/Conference/Event: .....

Total Cost of attendance (including travel expenses): .....

Which of the Council's Corporate Priorities is this linked to? .....

In which capacity do you wish to attend (e.g. Chairs/Vice Chairs, Member Champion)? .....

What do you feel is the purpose and the perceived benefits to the Council of your attendance?

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We, the undersigned, endorse the above attendance:

.....

Leader of Council

.....

Leader of the Minority Groups

(Note: Members are requested to provide feedback following their attendance to Member Services for evaluation purposes).

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# Agenda Item 3

At the Special Meeting of the **WEST DEVON BOROUGH COUNCIL** held in the **COUNCIL CHAMBER, KILWORTHY PARK, TAVISTOCK** on **TUESDAY** the **24<sup>th</sup>** day of **JUNE 2014** at **11.00am** pursuant to Notice given and Summons duly served.

**Present** Cllr C M Marsh – The Mayor (In the Chair)

Cllr S C Bailey	Cllr R E Baldwin
Cllr M J R Benson	Cllr A Clish-Green
Cllr D W Cloke	Cllr C Hall
Cllr T J Hill	Cllr L J G Hockridge
Cllr A F Leech	Cllr J B Moody
Cllr N Morgan	Cllr M E Morse
Cllr D E Moyse	Cllr C R Musgrave
Cllr T G Pearce	Cllr P J Ridgers
Cllr R F D Sampson	Cllr P R Sanders
Cllr D K A Sellis	Cllr J Sheldon
Cllr E H Sherrell	Cllr D Whitcomb

Head of Corporate Services  
Deputy Monitoring Officer  
Democratic Services Manager

**CM 20 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllrs K Ball, W G Cann OBE, M V L Ewings, D M Horn, Cllr J R McInnes, Cllr R J Oxborough, Cllr L B Rose and D M Wilde.

**CM 21 DECLARATION OF INTEREST**

The Mayor invited Members to declare any interests in the items of business to be considered during the course of the meeting, but there were none made.

**CM 22 SENIOR MANAGEMENT STRUCTURE**

A report was considered that made recommendations about the future senior management structure, the recruitment process, salary scales and the timetable for implementing the changes, as a further step to implementing the next phase of the Transformation Programme.

In discussion, reference was made to:-

- (a) the proposed two Executive Director model not being a wholly new concept. For example, such a model was in operation in other local authorities e.g. Wiltshire County Council;
- (b) the proposed salary figures having been extensively (and independently) benchmarked. Furthermore, it was noted that the recommendation to implement a salary range would provide a tool for negotiation with the successful candidates;

- (c) the financial implications. When questioned, the Leader advised that, since it was unknown how extensive the level of turnover would be within senior management, it was impossible to give an indication regarding the exact costs of the process at this time;
- (d) the number of risks outlined in the presented agenda report. Whilst recognising the number of risks, a Member wished to particularly highlight the potential loss of knowledge, continuity and experience and the potential time delays arising from external appointments being made;
- (e) the involvement of the wider membership in the process. Whilst unsure of the format, the Leader confirmed that there would be an opportunity for all Members to meet the shortlisted candidates during the selection process;
- (f) the proposed income generation role. Some Members expressed their disappointment that, following consultation, the income generation role had been removed from the proposed structure. To ensure that emphasis on income generation was not lost during the process, the following additional recommendation was **PROPOSED** and **SECONDED** and on being put to the vote was declared to be **CARRIED**:-

*'That the interview panel be mindful of the importance of potential income generation within the future organisation.'*

- (g) information regarding the process. In expressing his reservations, a Member felt that the majority of Members were not sufficiently briefed on the finer details of the process, which he considered to be a cause for concern;
- (h) the proposed Member Panel. Assurances were given that each of the Panel Members would be made aware (and invited to attend) relevant meetings in the future;

It was then proposed by Cllr P R Sanders, seconded by Cllr R E Baldwin and upon being submitted to the Meeting was declared to be **CARRIED** and **RESOLVED** that:

1. the future senior management structure consist of two Executive Directors and four Service Leads, with the S151/strategic finance role also being recognised as an integral part of the senior management team;
2. an Executive Director model be operated, with one Director responsible for Strategy and Commissioning and one for Service Delivery and Commercial Development, the former to be Head of Paid Service;

3. two Executive Directors and four Service Leads be appointed;
4. the recruitment to the six senior management posts be through open competition, with the recruitment process to begin in July advertising for the two Director posts to appoint in September; Service Lead equivalent posts then filled by the relevant Director in October; Service Leads then to appoint the next tier of managers initially through an internal recruitment process by December 2014 in readiness for all other posts to be recruited to the T18 model in phases commencing January 2015;
5. iESE, as the Council's external advisors on the T18 Programme, provide an Interim Head of Support Services in July to enable Phase 1a to commence from October in tandem with the permanent senior recruitment process;
6. the appointment of the two Directors should be determined by a Member Panel of six, decided by the two Leaders – three from South Hams and three from West Devon. The Member Panel will also sit in on the appointments of Service Leads, with the ultimate decision residing with the relevant Director;
7. the two Director posts be advertised with a salary range of circa £88,000 to £96,000; the Service Leads to be advertised at a range between £61,000 to £66,000;
8. agreement of the formal job titles for each of the four Service Lead posts be delegated to the Head of Paid Service in consultation with the Leaders and Deputy Leaders of both Councils; and
9. the interview panel be mindful of the importance of potential income generation within the future organisation."

**CM 23**

**T18 HUMAN RESOURCE WORK STREAM**

Members considered a report that informed of the progress made on the Human Resource work stream within the T18 Programme and which sought approval of a number of initiatives.

In discussion, reference was made to:-

- (a) the proposed monthly domestic allowance for permanent home workers. It was noted that the proposed allowance of £18 per month would ensure that the allowance was tax free (under HMRC guidelines);
- (b) a limit being placed on travel claims. When questioned, it was confirmed that there would be no mileage limit placed on the amount which a Mobile or Flexible worker could re-claim. However, it was felt to be an operational matter which would need to be monitored by managers.

It was then proposed by Cllr P R Sanders, seconded by Cllr R E Baldwin and upon being submitted to the Meeting was declared to be **CARRIED** and **"RESOLVED** that:

- (i) the Job Level Assessment Scheme and the resulting pay and grading structure as set out in Appendix C of the presented agenda report be approved and that any subsequent assessment of any role is delegated to the Head of Paid Service in consultation with the appropriate Head of Service or Service Lead;
- (ii) the IMPACT behavioural framework as set out in Appendix D of the presented agenda report be approved;
- (iii) it be agreed to establish the host organisation, with the naming of the host organisation being delegated to the Head of Paid Service in consultation with the Leader and the Deputy Leader of both Councils;
- (iv) the Domestic Allowance for home workers as set out in Section 5 of the presented agenda report be approved;
- (v) it be noted that all redundancies will be carried out under the existing provisions of the Council's Redundancy and Interest of Efficiency Policy".

#### **CM 24**

#### **MEMBERS' ALLOWANCES 2014/15 – INTERIM REVIEW**

Members reconsidered a report that presented the views of the Independent Panel on Members' allowances and, as a consequence, sought to determine the new Scheme of Members' Allowances for the 2014/15 financial year.

This matter was initially considered by the Annual Council meeting, during which the decision was taken to defer the matter to enable for a meeting to take place between designated Members and the Independent Panel (Minute CM 18 refers).

In discussion, reference was made to:-

- (a) the views of the Independent Panel Members in justification of their recommendations. Following the meeting with Panel Members on 19 June 2014, the Leader provided an update to Council on the reasoning behind their recommendations. Whilst the Panel Members listened to the views of those Members present, the Leader also confirmed that they were not minded to change any of their recommendations;



(b) the proposed 1% increase in Basic Allowance. A lengthy debate ensued on the merits of accepting the proposed increase or maintaining the Basic Allowance at the existing level. In support of the proposed increase, some Members highlighted the difficulties in attracting prospective candidates to stand for Council and made the point that the Basic Allowance had been frozen at the current level for a number of years. In support of freezing the Basic Allowance, other Members felt that any increase would be insensitive when considering the implications to staff of the Transformation Programme and considered that it would be appropriate to consider this issue during the upcoming full review with a new Panel. As a consequence of the discussions, an amendment was proposed to part 1 of the recommendation by Cllr T G Pearce, seconded by Cllr J B Moody as follows:

*'That the Basic Allowance be maintained at the existing level of £4,092.48 for the 2014/15 Municipal Year.'*

Following a lengthy debate, and in accordance with Council Procedure Rule 19 Part 5, a recorded vote was called for and was recorded as follows:-

For the motion (7): Cllrs Hill, Leech, Moody, Morgan, Morse, Musgrave and Pearce.

Against the motion (15): Cllrs Bailey, Baldwin, Benson, Clish-Green, Cloke, Hall, Hockridge, Marsh, Moyse, Ridgers, Sampson, Sanders, Sellis, Sheldon and Whitcomb.

Abstentions (0):

Absent (9): Cllrs Ball, Cann OBE, Ewings, Horn, McInnes, Oxborough, Rose, Sherrell and Wilde.

and the vote was therefore declared **LOST**.

(c) Vice-Chairmen roles. A Member expressed his disappointment over the Panel's ongoing view that it did not support Vice-Chairmen roles being entitled to claim a Special Responsibility Allowance;

(d) the establishment of a Working Group. Whilst noting the need for a new Panel to be appointed, some Members felt that a Member Working Group should be convened in due course to look at the scope of issues which the new Panel should be asked to consider. As a consequence, an additional recommendation was proposed by Cllr M J Benson and seconded by Cllr D K A Sellis as follows:-

*“That an informal working group be established to look at the scope of the issues for the newly convened Independent Panel to consider in the future.”*

It was then proposed by Cllr P R Sanders, seconded by Cllr R E Baldwin and declared **“RESOLVED** that

1. the revised Schedule A: Basic and Responsibility Allowances 2014/15 (as outlined at Appendix A to these minutes) be adopted with effect from the start of the 2014/15 Municipal Year and be in place until the Annual Council meeting in May 2015;
2. the Panel recommendations on allowances payable to members of town and parish councils be noted;
3. on behalf of the Council, a letter of thanks be sent to the Panel members for their thirteen years of service on the Panel;
4. it be noted that a new Panel, including if possible one Member with past local government experience, will need to be appointed to ensure continuity before the current Panel retire on 31 December 2014; and
5. an informal working group be established to look at the scope of the issues for the newly convened Independent Panel to consider in the future.”

(The Meeting terminated at 1.15 pm)

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**Mayor**

**SCHEDULE A**

**Basic and Responsibility Allowances 2014/15**

<b>Role</b>	<b>Multiple of Basic Allowance</b>	<b>Basic Allowance £ per annum</b>	<b>Special Responsibility Allowance £ per annum</b>	<b>£ Total</b>
<b>Basic Allowance</b> (all elected Members)		4,133.40		4,133.40
<b>Special Responsibility Allowances:</b>				
Leader of the Council, Chairman of Resources and leader of the largest political group	Basic x 200%	4,133.40	8,266.80	12,400.20
Deputy Leader and Vice Chairman of Resources	Basic x 150%	4,133.40	6,200.10	10,333.50
Leaders of other political groups	2 x Basic Allowance / 31 x No. of Group Members			
Chairman of Audit	Basic x 90%	4,133.40	3,720.06	7,856.46
Chairman of Community Services Committee	Basic x 150%	4,133.40	6,200.10	10,333.50
Chairman of Planning and Licensing	Basic x 120%	4,133.40	4,960.08	9,093.48
Chairman of Overview and Scrutiny	Basic x 90%	4,133.40	3,720.06	7,853.46

**Civic allowances (see paragraph 7 of the Scheme)**

<b>Civic Duty</b>	<b>£ Allowance</b>
Mayor	3,000
Deputy Mayor	825

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