

# Chief Officers' Employment Panel

## AGENDA

**DATE:** Monday 2 March 2015

**TIME:** 6.30 pm

**VENUE:** Committee Room 5  
Harrow Civic Centre

### **MEMBERSHIP** (Quorum 3)

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**Chair:** Councillor David Perry

**Councillors:**

Susan Hall  
Barry Macleod-Cullinane

Keith Ferry  
Graham Henson

**Contact:** Alison Atherton, Senior Professional - Democratic Services  
Tel: 020 8424 1266 E-mail: [alison.atherton@harrow.gov.uk](mailto:alison.atherton@harrow.gov.uk)

## **AGENDA - PART I**

### **1. MEMBERSHIP**

To note under the provisions of the formula membership the attendance of any nominee Members.

### **2. DECLARATIONS OF INTEREST**

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Panel;
- (b) all other Members present.

### **3. MINUTES (To Follow)**

That the minutes of the meeting of the Chief Officers' Employment Panel held on 19 February 2015 be taken as read and signed as a correct record.

### **4. SENIOR MANAGEMENT PAY SCALES (Pages 3 - 12)**

Report of the Divisional Director of Human Resources and Shared Services

### **5. REMUNERATION PACKAGE OF £100,000 OR GREATER (Pages 13 - 22)**

Report of the Corporate Director of Resources

### **6. EXCLUSION OF THE PRESS AND PUBLIC**

To resolve that the press and public be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
7 and 8	Severance payments of £100,000 or greater	Information under paragraph 1 (contains information relating to any individuals).

## **AGENDA - PART II**

### **7. SEVERANCE PAYMENTS OF £100,000 OR GREATER (Pages 23 - 32)**

Report of the Divisional Director, Special Needs Services, Children and Families

### **8. SEVERANCE PAYMENTS OF £100,000 OR GREATER (Pages 33 – 40)**

Report of the Divisional Director of Environmental Service Delivery (Interim)

**REPORT FOR: Chief Officers'  
Employment Panel**

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**Date of Meeting:** 2 March 2015

**Subject:** Senior Management Pay Scales

**Responsible Officer:** Jon Turner, Divisional Director of HR,  
Development & shared Services

**Exempt:** No

**Enclosures:** Appendix A: Extracts from the Council's  
Pay Policy 2014/15  
Appendix B: Current and Proposed  
Revised Pay Scales

## **Section 1 – Summary and Recommendations**

This report seeks Chief Officers' Employment Panel approval for changes to the Council's senior management pay scales.

**Recommendations:**

The Panel is requested to approve the revised senior management pay scales (Appendix B) for implementation from 1 March 2015.

## Section 2 – Report

### Background

1. Section 38 The Localism Act 2011 (the Act) introduced the requirement for Local Authorities to agree and publish an annual Pay Policy Statement commencing 2012/13. The Department for Communities and Local Government (DCLG) also published statutory guidance on 'Openness and accountability in local pay'.
2. On 20<sup>th</sup> February 2013, the DCLG issued supplementary statutory guidance 'Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011'. Authorities in England are required to take account of the supplementary guidance when preparing their pay policy statements for 2013-14 and each subsequent financial year.
3. The DCLG guidance is that full Council should be asked to determine whether it wishes to vote on any remuneration package or payment on termination of employment amount to £100,000 or greater.
4. The Council delegated authority to the Chief Officers' Employment Panel for determination of any remuneration package of £100,000 or greater

**This report seeks approval for changes to the senior management pay scales which affects pay points at £100,000 and greater.**

5. In the context of the Council's current Pay Policy (Appendix A) our pay strategy must enable us to attract and retain suitably competent staff in senior management roles. A key factor in this is our ability to pay people equitably according to 'job size'. This also minimises the risk of equal pay issues.
6. Senior management roles are growing both in size and complexity. Reductions in senior manager numbers means that the remaining senior manager role dimensions e.g. budgets and responsibilities are most likely to increase. New operating models / ways of working may bring additional complexity to roles e.g. managing shared services for multiple organisations / authorities and, or, LADOs (Local Authority Designated Officers).
7. Senior manager pay was reviewed in 2011 as part of modernising pay and conditions, which resulted in a reduction in pay rates. However, the grade structure was not changed and is currently as set in Appendix B.

### Job Evaluation, Grading and Pay

8. Job evaluation (JE) is the process by which jobs are 'sized' using standard criteria and which provides a point score for each job. Harrow

uses the Hay Group Local Authority Job Evaluation Scheme for management roles

9. Grade structures are established by setting ranges whereby the grade for any job depends on the range within which the job evaluated points score falls.
10. Organisations set the pay for each grade based on a range of factors in accordance with their pay policy / strategy and typically seek to balance the cost of pay with the need to set pay rates which will attract and retain suitably competent staff.

### Hay Job Evaluation Scheme

11. Hay job evaluation and grading for senior management roles was introduced in 2007/08. At that time the range for Divisional Director & Director posts was from 954 to 1142 points. CD grades were 'reserved' to Corporate Directors and the Hay evaluated points score for the new Corporate Director jobs established in 2011 was 1418. These evaluations were the basis for establishing the points to grade bandings below:

Hay Points	Grade
911 - 1050	D1
1051 - 1250	D2
1251 - 1350	CD1 <sup>1</sup>
Above 1350	CD2

### Reason for the Changes

12. At the time of the 2011 senior management review there was a significant gap between the evaluated points for Corporate Director jobs and those of managers at the lower tier (D grades). However, recent evaluations have seen point scores rising and pushing towards the pay grade boundaries. As a consequence the pay structure is increasingly under pressure not only at Corporate Director level but also at Head of Service where the increased size of roles is pushing more roles into the D grades as can be seen in the examples below.

E.g. Director of Adult Social Services	1192
Head of Provider Services	994
Head of Commissioning & Partnership	954
Divisional Director Children and Young People	1056

A recent informal evaluation of the Divisional Director of Housing (linked to the wider review of Housing management grades) also indicated that the score had moved up close to the boundary of D2.

13. Most recently HR was requested to job evaluate a draft revised job description for the Director of Legal & Governance Services. The

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<sup>1</sup> Only one appointment has been made at CD1 and for a relatively short duration, the post holder later being moved on to CD2.

outcome of that evaluation, which is the subject of a separate report to the COEP on this agenda, highlighted these issues and prompted consideration of the changes recommended within this report.

14. The organisational changes that we are making now and planning for the future require that our pay structure has the flexibility to ensure we can continue to equitably reward people according to the size and complexity of their role.
15. The current senior management pay scales (D1 – CD2) include an overlap between the pay ranges for D2 and CD1 and as a consequence there is a significant difference between the pay ranges for CD2 and other senior management grades as shown in table 1 below.

*Table 1*

<b>Grade</b>	<b>Number of Pay points</b>	<b>Bottom</b>	<b>Top</b>	<b>Range</b>
D1	5	80,513	94,930	14,417
D2	5	100,668	113,325	12,657
CD1	4	111,606	119,343	7,737
CD2	5	122,922	138,252	15,330

### **Recommended Changes**

16. To provide greater consistency in the pay ranges for the current senior management grades D1 to CD2 the following changes are recommended:

- i. **Deleting the bottom pay point of £111,606 in the current CD1 pay scale**

This removes the current overlap between the D2 and CD1 pay scales

- ii. **Moving the bottom CD2 pay point into the CD1 pay scale and creating a new top pay point in CD1 of £125,326**

This extends the CD1 pay scale to 5 pay points and makes the pay range within the grade more consistent with that at other grades.

The effect on the CD 2 pay scale is to reduce the number of pay points within the grade from 5 to 4 making the bottom pay point £126,612 and making the pay range within the grade more consistent with that at other grades as shown in table 2 below.

- iii. **Changing the grade titles for CD1 and CD2 to D3 and D4**

This removes the connection between these grades and the Corporate Director job title, avoiding any future confusion between role and grade.

Table 2

<b>Grade</b>	<b>Number of Pay points</b>	<b>Bottom</b>	<b>Top</b>	<b>Range</b>
D1	5	80,513	94,930	14,417
D2	5	100,668	113,325	12,657
CD1 (D3)	4	113,622	125,326	11,704
CD2 (D4)	4	126,612	138,252	11,640

The current and recommended revised senior management pay scales are set out in full at Appendix B

## **Other options considered**

### **Market Factor Supplements**

17. Harrow operates within the wider local government labour market which, like all labour markets, is subject to regional variations. Pay rates in this market have traditionally been set through the established national and regional negotiating machinery. However, this is increasingly changing as authorities seek to establish more flexible pay structures to better support their local circumstances and changing needs.
18. The increase in private sector delivery models and greater integration across the public and third sectors has created wider competition for local government talent. This is particularly true in London, where organisations competing for local government talent include London Regional bodies e.g. GLA, LDA, TfL, London Councils; national bodies and central government departments e.g. LGA, Ofsted, DCLG, DfE and professional bodies e.g. CIPFA, SOLACE.
19. Importantly, the diversity of local government jobs means that the labour market is variable between different professions and roles e.g. the market for childrens' QSW has been highly competitive for many years, with high levels of demand nationally. In contrast, the demand for Environmental Health Officers, Planners and Transport Engineers has been more variable, in line with legislative and economic activity in these areas.
20. In order to attract and retain suitably competent staff in difficult labour markets the Council uses market supplements to enhance the pay for specific jobs. Market factor supplements are only agreed in response to a business case which demonstrates the market requirements and are reviewed at least annually, which ensures equity and minimises the risk of equal pay issues. Market factor supplements should not be used to address grading issues.

### **Timing**

21. The Council has tasked the Chief Executive with undertaking a review of the senior management structure. This is likely to involve changes

in senior management roles and potentially job size, which will require job evaluation and potentially result in grade changes. If we are considering changes to the senior management pay scales, it would be better to do so prior to the review, so that both staff and the Council are clear about the pay impact of any potential changes in grade.

## **Implications of the Recommendation**

22. The revised pay scales for the senior management grades will be implemented with effect from 1 March 2015 and where relevant the pay rates for staff adjusted accordingly.
23. Corporate Directors currently appointed on the CD2 pay scale are all paid above the bottom pay point and therefore would not be affected by its deletion.
24. There are currently no employees paid on the CD1 grade. However, there is a separate report on this COEP agenda, which requests the COEP agree a revised job description and change of grade for the Director of Legal & Governance Services. The new job description has been evaluated at CD1(D3) and the post holder would therefore be affected by the recommendation.

## **Equalities impact**

There are no equalities implications arising from the recommendations in the report. The Council's use of job evaluation to determine grading and pay for senior management and other employees ensures equity and minimises the risk of equal pay issues.

## **Legal comments**

Of the current staff, only the Director of Legal and Governance Services is affected by these proposals. To avoid any potential conflict of interest, I had access to external solicitors for advice if required. Senior Officers' pay is for the COEP to determine and in this case there are no potential knock on implications for redundancy payments.

## **Financial Implications**

Changing the grading structure will have a financial impact if posts are regraded and fall into the higher banding.

The budget to pay for any such increase in pay will need to be found from within existing budgets and as such will require an equal offsetting saving.



### **Section 3 - Statutory Officer Clearance**

Name: Simon George



Chief Financial Officer

Date: 9 February 2014

Name: Linda Cohen



on behalf of the  
Monitoring Officer

Date: 18 February 2014

### **Section 4 - Contact Details and Background Papers**

#### **Contact:**

Jon Turner, Divisional Director of HR, Development & Shared Services

Email: jon.turner@harrow.gov.uk

DD: 02084241225

## **Council's Pay Policy Statement 2014/15**

The following extracts from the Council's published pay policy set out the current policy position for the remuneration of Senior Management (Chief Officers)

*'The Council defines its senior management as the top 3 tiers in the management structure commencing with the Chief Executive (Tier 1), Corporate Directors (Tier 2) and Directors (Tier 3), this includes all statutory and non-statutory Chief Officer and Deputy Chief Officer posts.'*

*'The Council's policy is to minimise the senior management pay bill. The pay rates and numbers of senior managers reduced in 2012/13 and the vacant post of Chief Executive was advertised on a salary less than the previous Chief executive received.'*

*'The Council may, in exceptional circumstances, employ senior managers under contracts for services.'*

### **Pay Grading**

*'In 2004 the Council entered into a single status agreement with its recognised trade union, introducing common job evaluation schemes<sup>2</sup> and pay scales for the Council's former manual workers, administrative, professional, technical and clerical employees with the exception of Education Psychologists, Nursery Nurses, Youth & Community Workers, Chief Officers and the Chief Executive. In 2007 job evaluation was extended to include Chief Officers.'*

*'From April 2013 the Council took over specific public health functions from the NHS and staff who transferred from the NHS to the Council remain on NHS grades and pay scales. New posts are being recruited to on the local government grades and pay scales.'*

### **Performance Related Pay**

*'Council employees including the Chief Executive and Chief Officers do not currently receive performance related payments or bonuses.'*

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<sup>2</sup> The Greater London Provincial Council (GLPC) Scheme is used for all Harrow grade jobs and the Hay Scheme for senior professional and managerial jobs.

Appendix B

**CURRENT PAY SCALES  
SCALES**

**PROPOSED REVISED PAY**

	1	<b>80,513</b>		1	<b>80,513</b>
<b>D1</b>	2	<b>84,088</b>	<b>D1</b>	2	<b>84,088</b>
	3	<b>86,946</b>		3	<b>86,946</b>
	4	<b>90,208</b>		4	<b>90,208</b>
	5	<b>94,930</b>		5	<b>94,930</b>
	1	<b>100,668</b>		1	<b>100,668</b>
<b>D2</b>	2	<b>103,722</b>	<b>D2</b>	2	<b>103,722</b>
	3	<b>106,806</b>		3	<b>106,806</b>
	4	<b>110,010</b>		4	<b>110,010</b>
	5	<b>113,325</b>		5	<b>113,325</b>
	1	<b>111,606</b>			
<b>CD1</b>	2	<b>113,622</b>		1	<b>113,622</b>
	3	<b>117,717</b>	<b>D3</b>	2	<b>117,717</b>
	4	<b>119,343</b>		3	<b>119,343</b>
				4	<b>122,922</b>
				5	<b>125,326</b>
	1	<b>122,922</b>			
	2	<b>126,612</b>		1	<b>126,612</b>
<b>CD2</b>	3	<b>130,314</b>	<b>D4</b>	2	<b>130,314</b>
	4	<b>134,226</b>		3	<b>134,226</b>
	5	<b>138,252</b>		4	<b>138,252</b>

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**REPORT FOR: Chief Officers'  
Employment Panel**

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<b>Date of Meeting:</b>	2 March 2015
<b>Subject:</b>	Remuneration Package of £100,000 or greater.
<b>Responsible Officer:</b>	Tom Whiting, Corporate Director of Resources
<b>Exempt:</b>	No
<b>Enclosures:</b>	Appendix A: Revised role profile for the Director of Legal & Governance Services

## **Section 1 – Summary and Recommendations**

This report seeks Chief Officers' Employment Panel approval for a change to the role profile and remuneration for the Director of Legal & Governance Services.

**Recommendations:**

The Panel is requested to approve the revised role profile (Appendix A) and change to the remuneration for the Director of Legal & Governance Services, subject to Cabinet approval of the expansion of the legal practice.

## Section 2 – Report

### Background

1. The Localism Act 2011 (the Act) introduced the requirement for Local Authorities to agree and publish an annual Pay Policy Statement commencing 2012/13. The Department for Communities and Local Government (DCLG) also published statutory guidance on ‘Openness and accountability in local pay’.
2. On 20<sup>th</sup> February 2013, the DCLG issued supplementary statutory guidance ‘Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011’. Authorities in England are required to take account of the supplementary guidance when preparing their pay policy statements for 2013-14 and each subsequent financial year.
3. The DCLG guidance is that full Council should be asked to determine whether it wishes to vote on any remuneration package or payment on termination of employment amount to £100,000 or greater.
4. The Council delegated authority to the Chief Officers’ Employment Panel for determination of any remuneration package of £100,000 or greater

**This report seeks approval for a change to the role profile and remuneration for the Director of Legal & Governance Services.**

### Current Remuneration

5. The post of Director of Legal & Governance Services sits within the Resources Directorate and reports directly to the Corporate Director of Resources.
6. The post holder is a member of Harrow’s Corporate Board and also undertakes the statutory role of Monitoring Officer and is the Council’s Returning Officer.
7. The post holder’s current pay grading has been established through job evaluation at Grade D2; the pay scale for this grade is set out below:

<b>D2</b>	1	<b>100,668</b>
	2	<b>103,722</b>
	3	<b>106,806</b>
	4	<b>110,010</b>
	5	<b>113,325</b>

8. The post holder is also in receipt of the following payments:
  - i. An honorarium of £5,137 pa for undertaking the statutory role as Monitoring Officer

- ii. An Essential Car User Allowance annual lump sum payment of up to £620 p.a. and payment for mileage undertaken on Council business at the rate of 45p per mile.
- iii. Fees relating to the duties of the Council's Returning Officer

### **Reason for Change**

9. In September 2012 the Council established a shared legal service with LB Barnet – 'HB Public Law'. The service is led by the Director of Legal & Governance Services and although, in establishing the new practice, a number of other management posts were changed and subject to re-evaluation, the job description of the Director of Legal & Governance Services was not updated to reflect their additional responsibilities.
10. In 2013 HB Public Law entered into a partnership with Bevan Brittan, a national law firm, the relationship with which is led by the post holder.
11. In 2014, the Council established HB Public Law Ltd, a private limited company able to offer legal services outside the public sector, and this introduced additional responsibilities and accountabilities for the post holder, who is its Chief Executive and Director. These accountabilities include personal financial liability.
12. Cabinet has recently agreed that HB Public Law be further expanded to incorporate Hounslow's legal practice, and to discharge Hounslow's legal function. Additionally the Council is in the final stages of negotiating with a County Council for the post holder to also manage their legal practice, with a view to creating a larger shared practice.
13. The above developments will both improve the quality and resilience of the legal service to the Council, and bring in at least the revenue assumed in the Council's MTFs. Subject to Cabinet agreement, the Council will also be paid for making the post holder available to run the County Council's legal practice, which will offset a significant proportion of their salary costs.
14. The post holder has requested that their role profile and if appropriate grade be reviewed based on the expanded duties and responsibilities of leading the extended shared service.
15. The draft revised role profile (Appendix A) has been agreed with the Corporate Director of Resources and reflects the changes in duties and responsibilities that arise from the proposed expansion of the legal service. Some of these additional responsibilities are already being undertaken, the rest will take effect as and when the proposals are implemented.
16. The evaluation of the revised role profile has been undertaken by both the Director of Human Resources and reviewed by the Hay Group, who designed the job evaluation scheme used by the Council.

## Change in Remuneration

17. The Council's Pay Policy is that pay grading is established through job evaluation. The revised role profile has been evaluated at Grade CD1 (D3); the salary scale for this grade is the subject of a separate report to the COEP on this agenda and if the recommendation is agreed the pay scale for this grade will be as set out below:

<b>D3</b>	1	<b>113,622</b>
	2	<b>117,717</b>
	3	<b>119,343</b>
	4	<b>122,922</b>
	5	<b>125,326</b>

18. The post holder will continue to receive the following payments:

- i. An honorarium of £5,137 pa for undertaking the statutory role as Monitoring Officer
- ii. An Essential Car User Allowance annual lump sum payment of up to £620 p.a. and payment for mileage undertaken on Council business at the rate of 45p per mile.
- iii. Fees relating to the duties of the Council's Returning Officer

19. The Chief Officers' Employment Panel is therefore recommended to approve the revised role profile (Appendix A) and the change in remuneration for the Director of Legal & Governance Services as set out above.

20. A summary of the remuneration packages approved by the Chief Officers' Employment Panel will be reported for information to full Council.

## Implications of the Recommendation

21. Subject to Cabinet approval of the expansion of the legal practice, the remuneration for the Director of Legal & Governance Services will be changed as set out above.

## Equalities impact

Not applicable.

## Legal comments

To avoid any potential conflict of interest I had access to external solicitors for advice, if required. The question of the pay for this post is a matter for the COEP and there are no additional legal comments.

## Financial Implications

The change in grade for the Director of Legal and Governance Services will result in an increased pay cost of £17.5k, which will need to be more than



offset by the margin of income over costs received for running another authority's legal practice for this proposal not to result in an increased cost to Harrow's General Fund budget. The full financial implications for running another authority's legal practice will be set out within the report seeking Cabinet approval of the expansion of the legal practice.

Council and Cabinet are set to approve a budget in the coming weeks that assumes additional efficiencies to the General Fund budget of £144k for 2015/16 from the expansion of the Legal practice.

### **Section 3 - Statutory Officer Clearance**

Name: Simon George	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 9 February 2015		
Name: Linda Cohen	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 February 2015		

### **Section 4 - Contact Details and Background Papers**

**Contact:**

Tom Whiting, Corporate Director of Resources

Email: tom.whiting@harrow.gov.uk

DD: 02084209484

## JOB DESCRIPTION / ROLE PROFILE

<b>Job Title:</b>	Director of Legal and Governance Services
<b>Grade:</b>	Director
<b>Directorate:</b>	Resources
<b>Division / Section:</b>	Legal and Governance
<b>Reports to:</b>	Corporate Director of Resources
<b>Date:</b>	February 2015

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### **1 ROLE PURPOSE**

This post is responsible for the strategic and general management of the Legal & Governance Division, the development and expansion of HB Public Law and the discharge of specific statutory functions, in line with priorities laid out in the Corporate Plan and departmental service plans.

The post is a member of the Corporate Strategic Board responsible for establishing and implementing a vision for Harrow in the development of its services, organisation and workforce.

HB Public Law provides legal services to both Harrow and a number of other local authorities and other public sector clients. Harrow is ambitious to expand the Practice in the future.

The post works as part of the Resources Management Team alongside Customer Service & IT, Human Resources & Development, Strategic Commissioning, Finance & Governance and Procurement and Commercial Services.

The post holder is the Chief Executive and a Director of HB Public Law Ltd, a regulated legal practice.

### **2 DIMENSIONS**

**Budget** - Responsible for the effective management of £14.4 million:

- A total revenue budget in the order of £8m
- A total revenue income budget in the order of £6.4m in 2015/16

**Staff - Responsible for:**

- Direct Reports 4
- Overall Staff Numbers 100 (including those providing services to other local authorities)

**Other relevant dimensions**

Responsible for delivering services to and acting as a senior officer in a number of local authorities and accountable to a Board made up of Chief Officers from those authorities.

Several of the functions and appointments are personal to the post holder, and are discharged independently of any employment with Harrow. The Authority has agreed to indemnify the post holder in respect of any liabilities arising from those appointments. The appointment as Monitoring Officer affords specific employment protection, and in acting as Solicitor to the Council the post holder is governed by the rules of the Law Society.

Responsible for discharging the responsibilities of Chief Executive and a Director of HB Public Law Limited - a regulated legal practice. Both roles carry personal liability in the event of non-compliance up to £50m

**3 CONTEXT**

Fulfill the following statutory roles and ensure that the associated statutory duties are discharged:

- Solicitor to the Council;
- Registrar of Land Charges;
- Proper Officer for Births, Deaths & Marriages;
- Monitoring Officer under s5 Local Government & Housing Act 1989;
- Electoral Registration Officer under the Representation of the People Act 1983;
- Returning Officer under s41 of the Local Government Act 1972;
- RIPA Monitoring Officer responsible for compliance with the Regulation of Investigatory Powers Act 2000 and related legislation;
- Honorary Secretary to the Mayor of Harrow's Charity and the Edward Harvist Trust;
- Register organisations under the Gambling, and Lotteries and Amusement Acts;
- Execute and seal documents in accordance with Article 14.05 of the Constitution; and
- Discharge the Authority's Powers and meet its responsibilities as set out in Part XI Local Government Act 1972.

Lead and direct the strategic and general management of the following services on behalf of the Council:

- In-house Legal Practice
- Corporate Governance
- Democratic support to the Council's decision-making process
- Registration of Births, Deaths & Marriages

- Citizenship Services
- Mayoralty
- Political Group Office Support
- Elections
- Electoral Registration
- Land Charges
- Ombudsman Complaints
- Constitution & Scheme of Delegation
- Members' Post & Committee Room Booking

Lead and direct the delivery of services provided to other organisations by HB Public Law and HB Public Law Limited ensuring compliance with contract and regulatory requirements.

Lead the development and expansion of the legal Practice

#### **4 MAIN DUTIES / ACCOUNTABILITIES**

ALL MANAGERS

	<b>Generic Duties/Accountabilities</b>
1.	Ensure compliance with your responsibilities as laid out in the council's equal opportunity policy and take an active role in promoting and enabling equality of opportunity, promoting the diverse needs and aspirations of Harrow's community, ensuring equality and diversity is mainstreamed in all service/directorate activities.
2.	Ensure compliance with your responsibilities as laid out in the council's health and safety policy and take an active role in promoting a positive health and safety culture.
3.	Promote and participate in the council's investors in people (IiP) and individual performance appraisal and development (IPAD) initiatives.
4.	Ensure compliance with the council's information security policies and maintain confidentiality.
5.	Lead and manage the Division so that services provided are responsive to customer requirements, accessible to all areas of the community, and provide value for money.
6.	Develop the structures, systems and policies, necessary to support effective service delivery and to enable "continuous improvement".
7.	Where appropriate, and in conjunction with other service providers, undertake joint planning of service delivery and/or for the closer integration of service provision.
8.	Promote, develop and maintain effective contacts and relationships with customers, customer representatives, community groups, Council Members and service/operational partners, to facilitate service delivery, performance review and the continuous development of service provision.
9.	Lead, motivate, train, develop and performance manage staff, to maintain an effective workforce capable of meeting service objectives.
10.	Resolve the most complex issues within the professional area(s) managed so that they are resolved effectively and precedents are set for the resolution of similar issues.

11.	Formulate annual operational plans and budgets for the function so that there are clear priorities and appropriate resources are allocated to their achievement.
12.	Develop longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
13.	Prepare monitor and control Divisional budgets to ensure that income/expenditure is in line with agreed plans.
14.	Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules.
15.	Manage inter-directorate and inter-agency projects undertaking leadership of multi-disciplinary and multi-agency teams to achieve agreed objectives.
16.	Implement, maintain and develop Performance Management Systems to meet Statutory and Corporate reporting requirements.
17.	Evaluate the environmental impacts of services and take action to minimise these impacts over time.
18.	Support the operation of local and general elections when requested by the Returning Officer.
19.	Contribute to the overall management and strategy of the Directorate.

<b>Service Specific/Special Accountabilities</b>	
1.	Support the Standards Committee to discharge both current and anticipated responsibilities
2.	Maintain the Constitution and ensure it is fit for purpose
3.	Maximise the income to be derived from services
4.	Support the Leader of the Council in upholding high standards of Councillor behaviour
6.	Comply with Electoral Commission performance standards for Electoral Registration Officers & Returning Officers, exceeding them where resources allow
7.	Develop and implement quality assurance measures to underpin service delivery and minimize risk
8.	Personally undertake and advise on the most high profile matters supported by the Practice which are affecting the Council
9.	Act as the Council's RIPA Monitoring Officer so that it complies with the Regulation of Investigatory Powers Act 2000 and related legislation
10.	Develop links with peers in other authorities to maximise the opportunities of shared working & procurement and the development of new ideas
11.	Support the London Boroughs' Legal Alliance and ACSeS where this is of benefit to the role and the Council
12.	Provide updates and training to Councillors and officers so that they are aware of and can take advantage of new legislation.
13.	Ensure that the Constitution is kept up to date and is fit for purpose
14.	Contribute to the Corporate Strategy Board other corporate initiatives as appropriate to the role
15.	Support the Council's Emergency Response function as Duty Director as and when timetabled
16.	Act as 'Deputy Gold' in support of the Chief Executive as part of London's Emergency Response function

The post holder must be a qualified Solicitor with both a current Practising Certificate and substantial, senior level, post qualification experience of UK Local Government Law including Governance Law. Experience of managing: the diverse range of services delivered by the Department; budgets and fundamental change are essential. Political acumen and sensitivity are key to the successful discharge of the Monitoring Officer role. A relevant management qualification and evidence of continuing professional and personal development are also important.

**Form Completed by:**

<b>Name:</b>	_____
<b>Designation:</b>	_____
<b>Signature:</b>	_____ <b>Date:</b> _____

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