

London Borough of Barnet

Consultation Document

Commissioning Group and other senior positions

September 2014

VERSION CONTROL

This version file path: S:/HRDirector/Restrctures/I403Streetscene/I403I8ConsultationV0.1

Version	Date	Version changes	Distribution
V0.1	09/06/2014	Initial Draft	Andrew Travers (Sponsor) Maryellen Salter (Governance) – Not distributed or approved
V0.2	TBC		Workforce Board Employees in Scope
V0.3	07/07/2014	Consultation Paper	Draft without final figures
V0.4	08/08/2014	Consultation with appendices	Final draft for CEX approval
VI.0	24/08/2014	Final paper	Timetable amendments and finalisation
VI.1	02/09/2014	Amendments as suggested by initial consultation Maryellen Salter not sent V0.1 as indicated.	Senior management distribution list.

APPROVALS

Distribution	Date	Approvals	Version(s)
Trade unions	W/C 25/08/2014	Not required	V0.4
Employees	01/09/2014	For consultation	VI.0
Workforce Board	17/09/2014	For information	VI.0

POLICY SUMMARY

This document is provided under Section 188 of the Trade Union and Labour relations (Consolidation) Act 1992 and in line with the council's obligations under ICE Regulations to inform and consult employees about proposed changes to their working circumstances. This document constitutes the start of such consultations.

The council has in place a [Managing Organisational Change Policy \(J3\)\(2010\)](#) set out within the employee handbook **for which the principles of the policy will be applied.**

Elements within the document include proposals to change contractual elements and arrangements for which the Council will use our recognised Collective Bargaining (Trade Union and Employee Engagement Framework (J1)(2011)) for employees within the National Joint Committee for Local Government (Green Book) and individual consultation for senior officers not covered by collective bargaining arrangements.

DECISION MAKING

This proposal affects less than 20 employees. It is a decision of the General Functions Committee to approve the proposals following consultation. It is the responsibility of the Remuneration Committee to approve the remuneration levels and appoint to chief officer and statutory positions within the Council's structures.

It is the statutory function of the Head of Paid Service (Chief Executive) to set out in his report to Council the structures and organisation of officers, along with the terms and conditions of employment for all but chief officers which is a function of the Council's Remuneration Committee.

This paper is exempt from the approval of the Workforce Board, being a consultation prior to the publication of any changes to the structure in a report by the Head of Paid Service (Chief Executive) as required by the Local Government and Housing Act 1989.

Council considers the designation of statutory officers as set out in the Council's Constitution (or amended where appropriate) as recommend by the Remuneration Committee.

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1.0 EXECUTIVE SUMMARY INFORMATION

1.1 OFFICERS

ROLE	NAME	CONTACT
Sponsor	Andrew Travers	Andrew.Travers@barnet.gov.uk
Senior Responsible Officer	Mark Grimley	Mark.Grimley@barnet.gov.uk
Human Resources Advisory	Susan White	Susan.White2@barnet.gov.uk

All responses to this consultation should be sent: Nicola.Felstead@barnet.gov.uk

1.2 TIMETABLE

It is proposed to implement the final structure with effect from 1st April 2015, subject to the completion of the consultation and approval from Committees of the Council. A full timetable is set out in Section 5 of this document.

Group	Purpose	Papers Published	Date of Meeting
Formal Consultation Period	1 st September – 30 th September		
Workforce Board	Receive consultation report and approve draft outline GFC / RemCo reports.	12 September	17 September
General Functions Committee	Approve amendments to establishment and structures		13 October
Remuneration Committee	Approve selection process for appointments		13 October
General Functions Committee Deleted.	Receive final report and proposals (to recommend changes to chief officer structure where appropriate to Full Council).	3 November	11 November
Remuneration Committee	<ul style="list-style-type: none"> Receive and approve remuneration of chief officers positions within new structure. Agree assimilations and appointments. Receive competitive ring-fenced positions and interview. 	3 November	11 November
Full Council	To receive the report of the Head of Paid Service to any changes to the senior management structure (chief officers) under S.4(4) Local Government and Housing Act 1989 To approve designations to statutory roles	8 December	16 December

I.3 STAFF IN SCOPE

Structural changes proposed within this document affect those within the Commissioning Group at all levels. There may be some impact on Delivery Units (both internal and external) including those reporting to, or affiliated with Statutory Officer roles. Therefore collective and individual consultation will take place with those in the Commissioning Group and a wider general consultation will consider the views of Delivery Units and partners.

A list of all positions potentially affected by these proposals (either directly or indirectly) is included in Appendix B.

I.4 PROPOSED CHANGES SUMMARY

Strategic Commissioning Board	<p>There are no proposals to change the role of:</p> <ul style="list-style-type: none"> • Chief Executive • Chief Operating Officer (although there are proposals for changes within the structure of the Chief Operating Officer) <p>It is proposed to reduce the number of Strategic Commissioning Directors from two positions (Director for People, Director for Place) to one (Strategic Director for Commissioning).</p>
Chief Operating Officer	<p>It is proposed to move the communications function into a new team reporting to a Director of Strategy, increasing the capacity for lobbying / reputation management and community engagement. Working with the Director for Human Resources, this role will also work to improve internal communications and engagement.</p> <p>There are proposals that will arise out of the wider Commissioning Group proposals to review the spans and layers of management. This will be done through a separate consultation.</p>
Commissioners	<p>It is proposed to establish new commissioning portfolios and reduce the number of Commissioners, with effects on direct reports (to be completed after January 2015) and develop career structures for commissioners and future commissioners.</p>
Support Structures	<p>A simultaneous review into support structures of senior managers and commissioners will be undertaken by the Head of Programmes and the Office Manager for the Chief Executive.</p>
Assurance / Commercial	<p>There are no proposals to change the Commercial or Assurance functions.</p>
Statutory Officers	<p>There are no proposals to change the designations of the following Statutory Officers:</p> <ul style="list-style-type: none"> • Head of Paid Service (Chief Executive) • Monitoring Officer (Director for Assurance) • Section 151 Officer (and Deputy) (Chief Operating Officer) <p>It is proposed to designate the statutory functions for the adults and children's to the appropriate Commissioning Director.</p>
Delivery Units	<p>It is proposed that, resulting from this restructure, commissioning functions within Delivery Units will be moved into the new commissioning portfolios.</p>

2.0 OBJECTIVES AND RATIONALE

- 2.1 The Council adopted a commissioning model in April 2013. The essential premise of the current structure is that the primary role of the democratically elected Council is to lead partnerships with local public service providers and other stakeholders to achieve the best possible outcomes for the borough and its residents by commissioning services from the most appropriate providers. The structure therefore provides for a Commissioning Group (to work with Members, partners and stakeholders to determine priorities, commission services, and manage contracts), Delivery Units (reflecting a mixed economy of delivery arrangements), and an Assurance Group (to provide strong governance and oversight across the system). The senior officer leadership is through the Strategic Commissioning Board, with two Strategic Directors with primary responsibility for the commissioning of services, and a Chief Operating Officer with primary responsibility for integrated and resident-focussed delivery.
- 2.2 The key challenges to the organisation during 2013/14 were to ensure a successful transition to the new arrangements, and in particular the go-live of the Customer and Support Group and Development and Regulatory Services contracts, and to complete a Priorities and Spending Review to help the new Council administration develop its plans through to 2020. These challenges have been met, with both contracts implemented successfully and performing well and the Priorities and Spending Review agreed by the Policy and Resources Committee on 12 June. More broadly, 2013/14 saw the culmination of the Council's change programme through the previous administration which achieved savings of £70m with minimal detrimental impact on front-line services and strongly improving resident satisfaction.

2.3 Now that the Priorities and Spending Review has set a broad path for the Council through to 2020, it is timely to review the current operating model and senior leadership capacity. The challenge set can be summarised as follows:

- stewardship of a dynamic and growing borough as part of a dynamic and growing world city;
- delivering excellent universal services which reflect residents' priorities around health, schools, parks, community safety, and roads and pavements, with radically reduced resources;
- promoting a resilient community to manage demand from residents who need extra help;
- intervening as early as possible on a multi-agency basis where residents need extra help to benefit from the opportunities the borough provides.

2.4 The defining characteristic of this challenge is that it requires an integrated commissioning approach across organisations, at borough, sub-regional and London-wide boundaries, and strong 'systems leadership' to ensure that delivery arrangements are coherent and resident-focused. It can therefore be concluded that the Council's current operating model will remain appropriate, but that it needs greater capacity to meet the challenge.

2.5 Alongside this, consideration needs to be given to the likely impact of the resolution of current performance challenges and the implementation of the proposals included in the Priorities and Spending Review on the in-house Delivery Units. This can be summarised as follows:

- Education and Skills: a new delivery model for the provision of schools-related functions and support and challenge to school standards, and the separation of the wider commissioning aspects of skills within the borough;
- Family Services: an integrated 'front door' for all safeguarding issues, new models of delivery for early years, early help and libraries, and effective demand management for children's social care;
- Adults and Communities: separation of adult social care commissioning functions and greater integration of this with health, separation of community safety and leisure commissioning, with provision of adult social care evolving in line with joint health and Council commissioning decisions;
- Streetscene: resolution of existing performance escalations, new delivery models for waste management, parks, and street cleansing and the establishment of appropriate commissioning capacity, rationalisation of the management of current parking, highways and street lighting contracts.

- 2.6 In recognition of these factors, we are consulting on a new structure for the Strategic Commissioning Board and the senior tier within the Commissioning Group. The intention of the new structure is to provide a robust basis to meet the core challenges set out above and the subsequent separation and evolution of commissioning arrangements. Further restructuring will follow in due course to create the full capacity necessary within the Council's commissioning and clienting functions.
- 2.8 For the Strategic Commissioning Board a team of three is proposed. A Chief Executive and Chief Operating Officer as now, and a new role of Strategic Director for Commissioning to provide a single accountability for the commissioning of Council functions and a focal point for the integration of commissioning with other public service providers. The current two Strategic Director roles would be deleted.
- 2.9 For the Commissioning Group, four new roles of Commissioning Director are proposed. The purpose of the roles is to provide clear accountability, capacity and subject matter expertise for the delivery of outcomes in line with Member priorities and in conjunction with partners and stakeholders. The current five lead commissioner roles would be deleted. The proposed portfolios for the new roles are as follows:

Children and Young People	Growth and Development	Adults and Health	Environment
Commissioning outcomes in respect of: <ul style="list-style-type: none"> • early years • schools • family support • youth services • skills • libraries • children's safeguarding • children's social care 	Commissioning outcomes in respect of: <ul style="list-style-type: none"> • planning • development and regeneration • housing • enterprise • employment 	Commissioning outcomes in respect of: <ul style="list-style-type: none"> • health and wellbeing partnerships • adult social care • adults safeguarding <p>(Working with the Joint Director for Public Health in commissioning outcomes).</p>	Commissioning outcomes in respect of: <ul style="list-style-type: none"> • waste management • cleansing • parks • community safety • parking • highways • regulatory services • leisure •
Evolving capacity with new delivery arrangements for: <ul style="list-style-type: none"> • services and support to schools • early years and help • skills 	Evolving capacity with new delivery arrangements for: <ul style="list-style-type: none"> • employment programmes 	Evolving capacity with transfer of current adult social care commissioning and further integrated commissioning with health for all non-acute services	Evolving capacity with new delivery arrangements for: <ul style="list-style-type: none"> • waste • cleansing • parks • leisure <p>and transfer of current community safety and leisure commissioning functions</p>

- 2.10 A key strand identified within the Priorities and Spending Review is the need to build resilience within Barnet's communities, which in turn requires greater levels of engagement, transparency and trust between residents and service providers. It is also crucial that individual commissioning decisions are fully informed by consultation with residents. We need to enhance our capacity to respond to this, and it is therefore proposed that the Assistant Director for Commissioning Strategy is re-designated as Director for Strategy, and assumes line management responsibility for all communications, marketing, engagement and consultation activities.
- 2.11 It is finally necessary to consider statutory roles within the structure. No change is proposed in respect of the Head of Paid Service, the Monitoring Officer, the Section 151 officer and deputy, and the Director of Public Health. In recognition of the requirement for deputising arrangements for the Chief Executive, it is proposed that the Strategic Director for Commissioning and the Chief Operating Officer each be additionally identified as Deputy Chief Executive.
- 2.12 In respect of the Director of Children's Services (DCS) and the Director of Adult Social Services (DASS) new arrangements are proposed. These roles are designed by statute to have accountability for all aspects of service delivery to the respective client groups. In the Council's operating model, which provides for organisational separation between commissioning and delivery, it is logical that the statutory role, being concerned ultimately with outcomes and requiring strong partnership working, can best be delivered through the commissioning part of the organisation. It is therefore proposed that the DCS role is performed by the Commissioning Director for Children and Young People and the DASS role by the Commissioning Director for Adults and Health. These posts will have the necessary detailed oversight of operational matters and will report for statutory purposes jointly to the Chief Executive and the Strategic Director for Communities.
- 2.13 The cost of the new structure is a reduction of around £100k compared to the existing structure. Future changes to senior management in the Delivery Units and the Commissioning Group will be in line with the overall workforce savings envisaged in the Priorities and Spending Review.
- 2.14 It is proposed that consultation with affected staff begins in September, and is reported to General Functions Committee alongside final proposals in November. Implementation would then take place in accordance with the Council's management of change policies, with a target date of April 2015 for commencement of the new arrangements.

3.0 METHODOLOGY AND ORGANISATIONAL DESIGN

- 3.1 As part of the Council's Workforce Strategy (and savings proposed under the Priority and Spending Review (PSR)), it has been agreed that the process of organisational design will include taking the opportunity to review spans and layers of management to reduce management costs and increase direct accountability for performance and staff management through fewer levels within the organisation.

4.0 PROPOSALS FOR CONSULTATION

THIS SECTION SETS OUT THE PROPOSALS UNDER WHICH THE COUNCIL HAS A DUTY TO **CONSULT** AND INFORM EMPLOYEES. THIS INCLUDES THE STRUCTURE OF THE SERVICE AND OPERATIONAL MATTERS.

- 4.1 The current establishment of the roles within this restructure is 18.0 FTE including temporary and fixed term contracts (These are the roles set out in Appendix A).

Contract Type	FTE
Permanent	18.0
Fixed Term	0.0
Temporary / Consultants	1.0
Vacant	0.0
TOTAL	19.0

- 4.2 The current establishment and financial approval is set out in Appendix C.
- 4.3 It is proposed to introduce a new structure of 17.0 FTE, a net reduction of 2.0 FTE. This is set out in Appendix A2, with associated financial information in Appendix C2.
- 4.4 This proposal will reduce the direct workforce costs by an estimated £100,000 in 2015/16 and a continued saving in senior management costs.

5.0 TIMETABLE

THIS SECTION SETS OUT HOW WE WILL ENGAGE AND CONSULT WITH EMPLOYEES AND THEIR REPRESENTATIVES AND SUPPORT THIS GROUP OF STAFF THROUGH THE CHANGES PROPOSED, PROVIDE THEIR SUGGESTIONS AND FEEDBACK AND RESPOND TO CONCERNS. ADDITIONALLY, WE SEEK TO PROVIDE AN ENHANCED PACKAGE OF SUPPORT AND DEVELOPMENT FOR STAFF THROUGHOUT THIS PERIOD.

5.1 The timetable for the proposal is split into:

Consultation: collective and individual consultation – September 2014

Final Proposals and Committee approvals – October 2014

Appointments Process – November 2014

Implementation – April 2015

5.2 CONSULTATION TIMETABLE

Week commencing	Activity
1 st September	Consultation Begins: Collective presentation Trade Unions collective consultation Individual consultations
8 th September	Individual consultation
15 th September	Individual consultation
22 nd September	Individual consultation
30 th September	Consultation closes Tuesday 30 th September
6 th October	Response to consultation and final proposals GFC / RemCo Reports Dispatched: Outcome of consultation and recommendation to Committee
13 th October	General Functions Committee: To receive recommendations for the future structure of commissioning Remuneration Committee: To receive recommendations on the pay and grading levels, appointment process and redundancy process.
20 th October	Assimilation to roles Ring-fenced positions confirmed 'At risk' of redundancy letters issued
27 th October	Applications for ring-fenced positions open Applications for positions to be appointed by Remuneration Committee open
3 rd November	
10 th November	Applications for appointments close
11 th November	RemCo – Appointments to assimilated roles
17 th November	
24 th November	Rem Co (Reserve date) For competitive appointment interviews
1 st December	Confirmation of appointments Statutory notice of redundancy (including redeployment)
December	External Advertisements for unfilled roles (If required)
January	Interviews for external appointments (If required)
1 st April 2015	New structure in place.

Dates in grey are subject to the agreement of the Remuneration Committee regarding the selection process and dates of the Committee.

6.0 CONSULTATION METHOD

6.1 The consultation will take place by means of:

- Launch of consultation: Chief Executive to meet with all those potentially affected
- Collective consultation: Director for Human Resources to meet with trade union representatives
- Collective consultation: Circulation of the consultation document to the Top 50 senior managers
- Individual consultation: Chief Executive to meet with individuals directly affected
- Individuals not directly affected are invited to request individual meetings

6.2 Individuals will be invited to submit their own responses following the launch of the consultation. These should be sent directly to Andrew.Travers@barnet.gov.uk (with a copy to mark.grimley@barnet.gov.uk)

6.3 Individual consultations will be offered at any time to receive feedback or answer any further questions.

6.4 At the end of each consultation week, a Frequently Asked Questions sheet will be circulated to the Top 50 managers to continue to inform and consult on the proposals as they develop.

6.5 The key areas for consultation are:

- Structural proposals: what are the views of those being consulted about the proposed structures, alignment of responsibilities and approach to commissioning?
- Statutory proposals: what are the views in respect of positions that are statutory designations?
- Resourcing: what are the views in respect of the proposed recruitment to the roles proposed? (section 8)
- Redundancies: how can the council mitigate any potential redundancies resulting from this proposal?

7.0 SELECTION FOR ROLES

- 7.1 The Council has an objective to minimise the potential for redundancies. We do this through identifying at an early stage employees who are potentially 'at risk' of redundancy early to whom we will provide access to the Council's redeployment register.
- 7.2 Each existing post will be assessed against the Council's existing criteria for job matching for the purposes of assimilation. The Council may invite those being assimilated to submit an application setting out how they meet the requirements of the new roles and where they believe they will require additional support.
- 7.3 Where there is more than one candidate expressing interest in a role, a selection process will be required. This will take the form of an application, competency based interview and will consider the previous performance within appraisals and attendance.
- 7.4 Selection and appointment will be subject to meeting minimum appointable criteria. This will be specified at the point of the final proposals being published and will reflect the senior management competency domains established during the previous restructure.

8.0 SELECTION FOR REDUNDANCY

- 8.1 Where there are more employees than posts, a competitive selection process (as above) will be undertaken. This will take the form of an application setting out how they meet the requirements of the new roles and where they believe they will require additional support. All applications are guaranteed an interview for the posts that the individual has been ring-fenced for.
- 8.2 The application process will be scored weighted on 70 per cent weighting for the application and 30 per cent on the interview. The interview will be a competency-based interview based on behaviour and technical areas. These will be published prior to the closure of the consultation period.
- 8.3 A minimum appointable criteria based on the aggregate score of the application and interview will be applied.
- 8.4 Where there remains more employees to roles meeting the minimum appointable criteria, consideration will be given to the attendance, conduct and performance ratings of the previous 12 months. If the situation remains with more candidates than roles, then the highest scoring candidates will be appointed in order.
- 8.5 All employees potentially at risk of redundancy will have access to the Council's redeployment opportunities.

- 8.6 Applications for voluntary severance will be considered on a discretionary basis. Such applications are subject to the needs of the Council and, where this involves those with entitlements to access pensions, within the Pensions' Discretion Policy of the Council where this minimises the requirement for compulsory redundancies.
- 8.7 Employees who are not successful at securing a role in the future structure will be expected to fully participate in the council's efforts to identify suitable alternative employment in positions that are currently covered by agency/consultants or vacant positions.
- 8.8 Roles to chief officer positions and positions with a statutory designation will be appointed to by the Council's Remuneration Committee. The format of which will be published following the Remuneration Committee on 13th October 2014.
- 8.9 All positions, other than direct assimilation, are subject to individuals demonstrating and meeting minimum appointable criteria.
- 8.10 For employees who may accept a lower-graded role in the new structure, the Council will apply pay protection in line with the Pay protection Policy.
- 8.11 Appointments requiring Councillor approval (including statutory designations) will be subject to confirmation by Full Council.

APPENDICES

September 2014

EXITING STRUCTURE – A1

PROPOSED STRUCTURE – A2

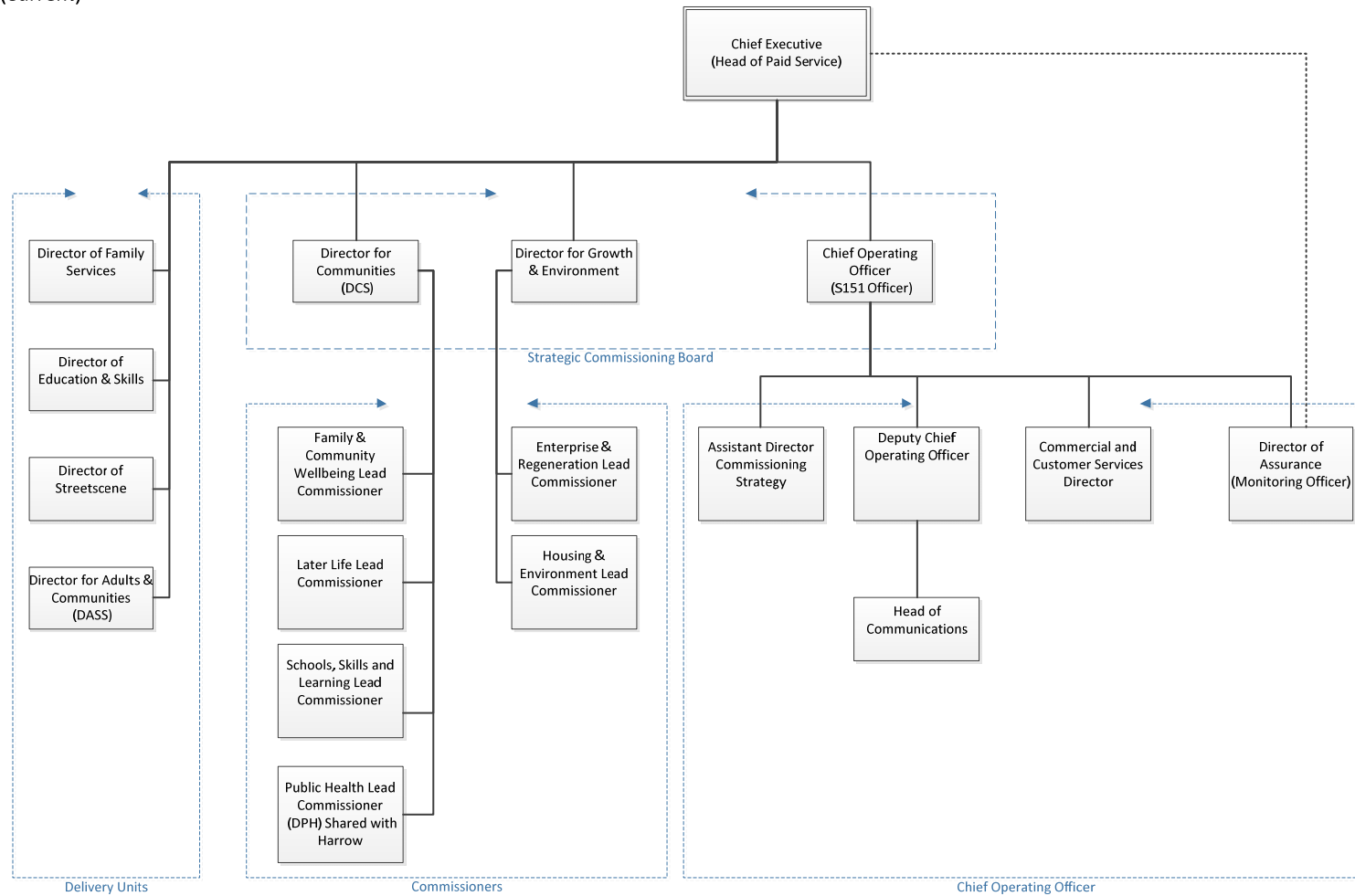
FINANCIAL INFORMATION – A3

EQUALITIES IMPACT ASSESSMENT – A5

DRAFT ROLE PROFILES – A6

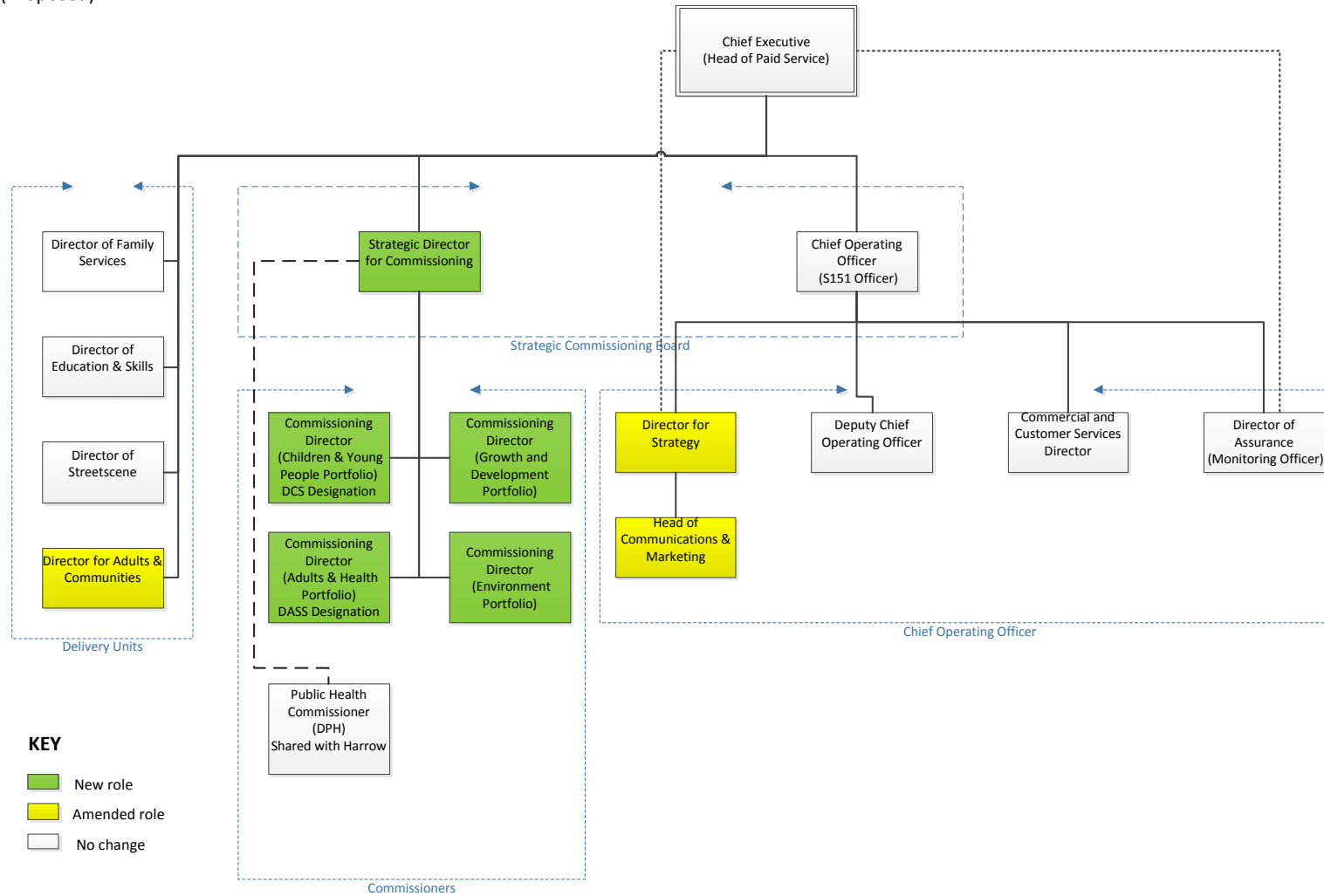
Appendix A: Existing Structure

London Borough of Barnet
Top-Level Organisational Chart
June 2014 (Current)

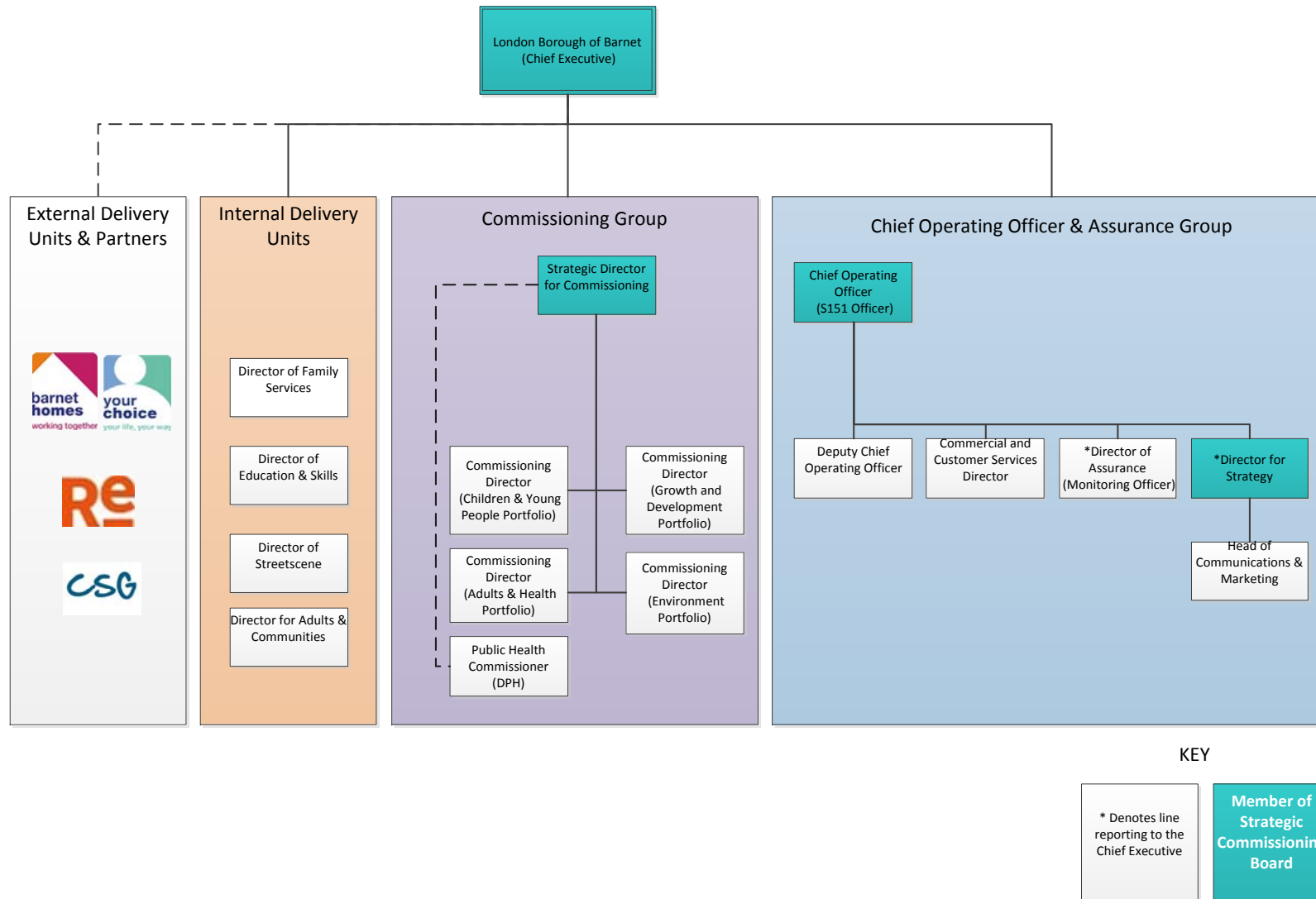


Appendix B: Proposed Future Structure

London Borough of Barnet
Top-Level Organisational Chart
April 2015 (Proposed)



Appendix B: Proposed Future Functional Organisation.



Appendix C1: Financial Evaluations

Current financial position of existing roles (within scope)

Area	Role	Lower Grade	Lower Salary	Upper Grade	Upper Salary	Current Grade	FTE	On-costs	Total cost
SCB	Chief Executive	CE1		CE3		187,613	1	44,089	231,702
SCB	Director for Communities	LBB2 (1)	148,464	LBB2 (3)	158,464	158,464	1	37,239	195,703
SCB	Director for Growth & Environment	LBB3 (1)	124,870	LBB3 (3)	134,870	134,870	1	31,694	166,564
SCB	Chief Operating Officer	LBB2 (1)	148,464	LBB2 (3)	158,464	158,464	1	37,239	195,703
Commissioning	Family, Community & Wellbeing Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Later Life Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Schools, Skills and Learning Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Enterprise and Regeneration Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Housing and Environment Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
COO	Assistant Director for Strategy	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
COO	Deputy Chief Operating Officer	LBB4 (1)	103,846	LBB4 (3)	113,846	108,846	1	25,579	134,425
COO	Commercial and Customer Services Director	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Director of Assurance	LBB4 (1)	103,846	LBB4 (3)	113,846	103,846	1	24,404	128,250
COO	Head of Communications	LBB6(1)	71,511	LBB6 (3)	79,457	79,457	1	18,672	98,129
Delivery Units	Director for Adults & Communities	LBB3 (1)	124,870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery Units	Director of Streetscene	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Delivery Units	Director of Family Services	LBB3 (1)	124,870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery Units	Director of Education and Skills	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
Commissioning	Joint Director of Public Health						1		
						2,071,185	19	486,728	2,557,913

Appendix C2: Proposed financial position

Area	Role	Lower Grade	Lower Salary	Upper Grade	Upper Salary	Assumed Salary	FTE	On-costs	Total cost
SCB	Chief Executive	CE1		CE3		187,613	1	44,089	231,702
SCB	Strategic Director for Commissioning	LBB2 (1)	148,464	LBB2 (3)	158,464	158,464	1	37,239	195,703
SCB	Chief Operating Officer	LBB2 (1)	148,464	LBB2 (3)	158,464	158,464	1	37,239	195,703
Delivery units	Director for Family Services	LBB3 (1)	124,870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery units	Director for Streetscene	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Delivery units	Director for Adults & Communities	LBB3 (1)	124,870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery units	Director for Education and Skills	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
Commissioning	Commissioning Director (Children & Young People)	LBB3 (1)	124,870	LBB4 (3)	130,870	124,870	1	29,344	154,214
Commissioning	Commissioning Director (Growth and Development)	LBB3 (1)	124,870	LBB4 (3)	130,870	124,870	1	29,344	154,214
Commissioning	Commissioning Director (Adults & Health)	LBB3 (1)	124,870	LBB4 (3)	130,870	124,870	1	29,344	154,214
Commissioning	Commissioning Director (Environment)	LBB3 (1)	124,870	LBB4 (3)	130,870	124,870	1	29,344	154,214
COO	Director for Strategy	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Deputy Chief Operating Officer	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Commercial and Customer Services Director	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Director of Assurance	LBB4 (1)	103,846	LBB4 (3)	113,846	108,846	1	25,579	134,425
COO	Head of Communications & Marketing	LBB6(1)	71,511	LBB6 (3)	79,457	79,457	1	18,672	98,129
Commissioning	Joint Director of Public Health						1		
						1,992,047	18	468,131	2,460,178
Change						(79,138)	(1)	(18,597)	(97,735)

All grades and salaries are indicative and subject to job evaluation and the application of the council's pays Policy Statement in respect of market comparisons and conditions. The council's market factor supplement policy may apply.