

## **The Vale of Glamorgan Council**

### **Cabinet Meeting: 19 November, 2018**

#### **Report of the Leader**

### **Senior Management Issues - Performance and Development and Human Resources and Organisational Development Division**

#### **Purpose of the Report**

1. To update Cabinet on the current position relating to the previously proposed restructure reported to Council on 18 July 2018 (minute no 192 refers) and to recommend an amended approach, following further consideration and consultation.

#### **Recommendations**

1. That Cabinet notes the current position as set out in this report.
2. That Cabinet approves, in principle, the proposals in respect of the Human Resources and Organisational Development and Performance and Development as set out in paragraph 7 of this report and as illustrated in Appendix A, and refers the matter to Council for consideration.
3. That, subject to recommendation 2 above, arrangements are put in place to recruit to the post of Head of Human Resources and Organisational Development under the auspices of the Council's Senior Management Appointment Committee.

#### **Reasons for the Recommendations**

1. The report provides an update on previous proposals.
- 2&3. To ensure that the senior management structure in the Managing Director's Directorate is sufficiently resilient to meet current and future service needs and to ensure that Council considers the proposal, given resolution 4 of 18 July 2018 (minute 192 refers).

#### **Background**

2. Council of 18 July 2018 considered a report on the management of the Human Resources and Organisational Development Division and resolved to progress with an approach which would see the two posts of Head of Human Resources and Organisational Development and Head of Performance and Development combined

into a single senior Head of Service post. The resolutions of Council as minuted (192) were as follows:

- (1) THAT the in principle changes to the senior management structure for Human Resources and Performance and Development within the Managing Director and Resources Directorate and as set out in paragraphs 20 to 32 of the report be approved.
- (2) THAT the proposed grading of the redesignated post of Head of People and Performance as set out in paragraphs 21 and 22 of the report be approved.
- (3) THAT the proposals be approved as a basis for consultation with staff and the recognised Trade Unions during August 2018 and, if appropriate, the implementation from September 2018 onwards.
- (4) THAT a referral back to Council be made only in the circumstances where there are substantive changes to the proposals effecting the establishment of the Head of People and Performance and following consultation with staff and the Trade Unions.
- (5) THAT, subject to Resolutions (3) and (4) above, arrangements be put in place to recruit to the post of Head of People and Performance under the auspices of the Council's Senior Management Appointments Committee.
- (6) THAT delegated authority be granted to the Managing Director, in consultation with the Leader, to refine and progress the wider proposals as set out in paragraphs 20 to 32 of the report, subject to appropriate consultation with employees and the Trade Unions.
- (7) THAT a specific referral to Cabinet be made in the circumstances where there are substantive changes to the proposed structure below the Head of People and Performance following the consultation process with staff and the Trade Unions.

#### Reasons for decisions

- (1) To ensure that the senior management structure in the Managing Director's Directorate was sufficiently resilient to meet current and future service needs.
- (2) To ensure compliance with the Local Authorities (Standing Orders)(Wales) Regulations 2014.
- (3) To ensure compliance with the Council's Managing Change and Avoiding Redundancy Procedures.
- (4-7) To ensure compliance with the Council's Constitution.

3. Subsequent to the presentation of the report to Council on 18 July, consultation has taken place with relevant staff and the recognised Trade Unions. In addition further consideration has been given to issues relating to capacity, particularly given that there needs to be a continued momentum around business transformation associated with Reshaping Services and the need to maintain and build on the good work relating to staff engagement. As a consequence, following further consideration and having regard to the consultation feedback, it has been concluded that the creation of a single senior Head of Service post would result in a considerable loss of resilience and capacity at a time when there is increasing emphasis on the need to deliver on a number of fundamental and wide ranging areas. These include:-
  - Progressing Reshaping Services to Phase 4, in light of ongoing and continued financial pressures.

- The need to ensure a positive approach to workforce development and accelerate succession planning arrangements.
  - The continued emphasis on positive and meaningful staff engagement.
  - The need to secure continued excellent working relationships with the Wales Audit Office.
  - Continuing the positive working relationship with the Trade Unions, and
  - The need to maintain an effective performance management approach across the organisation
4. As a result, the options have been further reviewed, against not only the consultation received but also the continuing challenges faced by the organisation around the need to deliver savings and working differently to deliver efficiencies.

### **Relevant Issues and Options**

5. In relation to the previous options, set out to Council on 18 July, the previously agreed option continues to offer advantages in bringing functions together in an integrated manner and offers financial savings. However, as indicated it would result in a substantial loss of capacity and resilience at a time when the organisation continues to plan for significant challenges.
6. A model that would retain two Heads of Service would offer savings, albeit limited, but would at the same time retain capacity and ensure that the momentum that has been developed recently will not be lost.
7. Further work has been undertaken, and a proposed structure is indicated on the attached Appendix. The proposal now involves:
- The retention of the post of Head of Human Resources and Organisational Development, reporting directly to the Managing Director. This will not be a senior Head of Service role.
  - The existing post of Head of Performance and Development will be retained and will report directly to the Managing Director, rather than to a senior Head of Service as previously.
  - The existing post of Operational Manager (Human Resources) will be deleted and as a result the Human Resources Business Partnership Team will report directly to the Head of Human Resources and Organisational Development.
  - The Health and Safety/Well-being function will report to the Operational Manager (Employee Services) and the grade of this post will change from OM2 to OM1 (subject to Hay/job evaluation as appropriate).
8. The previous report to Council indicated that a further report would only be required if there were substantial changes to the proposals. Given the suggested approach, this report is presented with a recommendation that the matter be referred on to Council in December.

### **Resource Implications (Financial and Employment)**

9. The proposal set out in the report would save approximately £85k based on a comparison of the current budget and appointments to the new establishment. The proposal has been the subject of consultation with relevant staff and the recognised

Trade Unions and any impact on current staff would be managed in accordance with the Council's Managing Change Policy.

### **Sustainability and Climate Change Implications**

10. The new structure seeks to respond to the longer-term needs of the Directorate, the wider Council and reflect the need to deliver services in a financially sustainable manner.

### **Legal Implications (to Include Human Rights Implications)**

11. The Local Authorities (Standing Orders) (Wales) Regulations 2014 require the Full Council to determine or approve changes to the salaries of officers designated as Chief Officers within the definition of the Local Government and Housing Act

### **Crime and Disorder Implications**

12. None identified.

### **Equal Opportunities Implications (to include Welsh Language issues)**

13. Any selection process resulting from the proposals in this report will be managed in accordance with the Council's equality proofed recruitment and selection policy.

### **Corporate/Service Objectives**

14. This restructure seeks to support the delivery of service objectives set out in the Council's Corporate Plan.

### **Policy Framework and Budget**

15. The issues within this report are a matter for Cabinet, but are referred to Council given resolution 4 of Council on 18 July 2018 (minute 192 refers) and the proposed reporting lines of the Heads of Service posts.

### **Consultation (including Ward Member Consultation)**

16. The proposals set out in this report have been the subject of consultation with relevant staff and the recognised trade unions.

### **Relevant Scrutiny Committee**

17. Corporate Performance and Resources

### **Background Papers**

Council report - 18 July 2018 - Senior Management Restructure - Human Resources and Performance and Development.

### **Contact Officer**

Rob Thomas, Managing Director

### **Officers Consulted**

Corporate Management Team

**Responsible Officer:**

Rob Thomas, Managing Director

