

RHONDDA CYNON TAF COUNCIL

MUNICIPAL YEAR 2015 - 2016:

COUNCIL

25TH NOVEMBER 2015

Agenda Item No. 8

THE COUNCIL'S SENIOR MANAGEMENT STRUCTURE
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JOINT REPORT OF THE CHIEF EXECUTIVE AND DIRECTOR OF HUMAN RESOURCES

Author: Richard Evans, Head of Human Resources

1. PURPOSE OF THE REPORT

To advise the Council of changes to the Senior Management structure since October 2014, the recent restructure agreed by Cabinet as well as Appointment Committees' approval of relevant appointments emanating from those changes and seek Council approval to make consequential changes to the Council's Constitution.

2. RECOMMENDATIONS

It is recommended that Council:

2.1 Note:

2.1.1 the changes that have already occurred in respect of the Council's Senior Management structure since October 2014 as a result of implementation of the 2014 restructure and 'Expression Of Interest' exercise as shown at Appendices 1(i), 1(ii), 1(iii), 1(iv.a) and 1(iv.b);

2.1.2 that there has been a reduction of 3.6 FTE's in Chief Officer positions and whilst the savings from this reduction have already been accounted for within the relevant service groups, there has been an estimated reduction in resultant management costs of £242,689 (inclusive of on-costs);

2.1.3 that connected with the changes in paragraph 2.1.2 above there has been an associated reduction of 5 FTE's at the GR15 (Extended Senior Management Team) grade level. Whilst savings from this reduction have already been accounted for within the relevant service groups, there has been an estimated reduction in resultant management costs of £278,834 (inclusive of on-costs);

2.1.4 that whilst savings have already been accounted for there is a temporary estimated reduction in management costs at a Chief Officer level of £132,476 (inclusive of on-costs);

- 2.1.5 that from 1st November 2015, the revised directorate structures shown at Appendices 2(i), 2(ii), 2(iii), 2(iv.a) and 2(iv.b) have been agreed by Cabinet, which will achieve an overall reduction of 2 FTE's Chief Officer posts, with an estimated new saving of £123,276 (inclusive of on-costs);
- 2.1.6 the new temporary estimated saving of £55,766 (inclusive of on-costs) following the temporary appointment of the Service Director – Children's Services on 4th September 2015 and the successful applicant's existing post not being formally filled;
- 2.1.7 that as a consequence of a change of post title there was a formal creation of a Service Director – Adult Services x 1 FTE post (Service Director – Level 1) and Service Director – Adult Services x 0.4 FTE post (Service Director – Level 1);
- 2.1.8 that following an amalgamation of roles, the post of Director – Corporate Estates & Procurement Services (Director – Level 1) was created;
- 2.1.9 the creation of a Service Director - Corporate Design & Maintenance (Service Director – Level 2) post; and
- 2.1.10 that discussions are ongoing in terms of the Council's chief officer and associated management costs which may result in further savings. It is envisaged that a further report will be presented to the Council's Cabinet in early 2016.
- 2.2 Note the decisions taken by the Appointments Committee on the 12th November 2015 as follows:
 - 2.2.1 in line with the change of post title the Appointments Committee resolved that the existing employees namely Mr. Neil Elliot and Mr. Robert Gatis be assigned to the roles of Service Director – Adult Services x 1 FTE post (Service Director – Level 1) and Service Director – Adult Services x 0.4 FTE post (Service Director – Level 1) respectively w.e.f. 13th November 2015;
 - 2.2.2 that due to a strong contractual claim in place, the Appointments Committee resolved that Mrs. Gaynor Davies who has been acting in a temporary capacity be formally slotted into the role of Service Director – Access, Engagement & Inclusion (Service Director - Level 2), w.e.f. 13th November 2015;
 - 2.2.3 that as Mr. Colin Atyeo (currently Director of Corporate Estates) would have a strong employment claim against the role of Director of Corporate Estates & Procurement Services (Director – Level 1), the Appointments Committee resolved that he be formally assigned into that role w.e.f. 13th November 2015;

- 2.2.4 that as Mr. David Powell would have a strong employment claim against the role of Service Director - Corporate Design & Maintenance (Service Director – Level 2), the Appointments Committee resolved that he be formally assigned into that role w.e.f.13th November 2015; and
- 2.2.5 that in accordance with the revised Senior Management structure for the Council agreed by Cabinet in October 2015, the Appointments Committee formally resolved to delete the following posts:
- i) Service Director – Adult Services & Short Term Intervention (Service Director – Level 1);
 - ii) Service Director – Direct Services, Business & Housing (Service Director – Level 1);
 - iii) Service Director – Procurement Services (Service Director – Level 2);
 - iv) Head of Transportation (Head of Service Level 1);
 - v) Head of Corporate Design & Maintenance (Head of Service Level 1);
 - vi) Head of Employment Services (Head of Service Level 1);
 - vii) Head of Short Term Intervention (Head of Service Level 2);
 - viii) Head of Rhondda Locality (Head of Service Level 2);
 - ix) Head of Cynon Locality (Head of Service Level 2);
 - x) Head of Taf Locality (Head of Service Level 2);
 - xi) Head of Legal Property (Head of Service Level 2);
 - xii) Head of Corporate Asset Management (Head of Service Level 2).
 - xiii) Head of Music (Soulbury Grade);
- 2.3 Give delegated authority to the Director, Legal & Democratic Services authority to make the consequential changes that are required to be made to the Council's Constitution as a result of implementation of the above initiatives.

3. BACKGROUND

- 3.1 Members will recall that at the Council meeting on 29th October 2014, Council approved the recommendations that emanated from the Appointments Committee meeting held on 27 October 2014. Members will recall that at that time, there was a significant reduction in chief officer positions with resultant savings of over a million pounds (inclusive of on-costs).
- 3.2 A report on the number of chief officer changes since 1st November 2014 together with proposals for further changes to the Council's Senior Management Structure was presented by the Chief Executive, on the 6th October 2015 to Cabinet and subsequently approved, subject, where appropriate, to the completion of a consultation process with affected staff. That consultation process was subsequently completed. The report presented to Cabinet on 6th October 2015 should be considered as a background paper.

- 3.3 Whilst Cabinet may determine the Senior Management arrangements of the Council however, it may not determine the terms and conditions of the employment of chief officers (as defined in the Council's Officer Employment Procedure Rules) and above. The latter is a Council function delegated to the Appointments Committee or to be determined by full Council itself.
- 3.4 The Appointments Committee met on the 12th November 2015 to formally consider the Joint Report of the Chief Executive and Director of Human Resources.
- 3.5 Members are asked to note that in accordance with the Officer Employment Procedure Rules changes and appointments to Heads of Service - Level 1-2 and Heads of Service (Soulbury) posts are the responsibility of the Head of Paid Service and other Chief Officers in conjunction with the Director of Human Resources.

4. PEOPLE IMPLICATIONS

- 4.1 Where existing chief officers were currently undertaking tasks that were very similar to the revised roles, then the formal change process was carried out in accordance with the Council's Change Management Policy.

5. SENIOR MANAGEMENT POSITIONS – RECENT CHANGES

- 5.1 Since the previous changes were introduced on 1st November 2014, the Council has continued to face ongoing austerity measures as a result of decisions taken by the UK Government, which are likely to last well into the foreseeable future.
- 5.2 As part of Cabinet's review programme across the Council to identify potential savings, an Expression of Interest (EOI) exercise was undertaken with all Council employees between January and February 2015. As part of that EOI review, the Senior Leadership Team undertook a number of service reviews to accommodate where appropriate the requests submitted which included a number of chief officers.
- 5.3 Whilst the savings have already been accounted for with the relevant Service Groups overall service change programme, it is important to note that in accordance with the above decisions:
- i) since the Council's revised Senior Management Structure was agreed back in October 2014, that there has been a further reduction of 3.6 FTE's within chief officer positions with a resultant permanent reduction in management costs estimated at £242,689 (inclusive of on-costs).

- ii) furthermore, in addition to these chief officer reductions, there has also been a permanent reduction of 5 FTE's at the GR15 grade level with an additional temporary saving at a chief officer level, giving further estimated reduction in management costs of £278,834 & £132,476 respectively (inclusive of on-costs).

6. REVIEW OF COUNCIL CHIEF OFFICER POSITIONS – FURTHER PROPOSALS

- 6.1 Members should note that from 1st November 2015, the revised directorate structures shown at Appendices 2(i), 2(ii), 2(iii), 2(iv.a) and 2(iv.b) were implemented, which will achieve an overall reduction of 2 FTE's Chief Officer posts, with an estimated new annual saving of £123,276 (inclusive of on-costs).
- 6.2 There has also been a temporary estimated annual saving of £55,766 (inclusive of on-costs) following the temporary appointment of the Service Director – Children's Services on 4th September 2015 and the successful applicant's existing post not being formally filled.

Community & Children's Services Group

- 6.3 Members should note the formal creation of a Service Director – Adult Services x 1.4 FTE post (Service Director – Level 1). This was as a consequence of a change of post title and the formal deletion of the existing Service Director x 2 FTE (Service Director – Level 1) posts of Service Director – Direct Services, Business & Housing and Service Director – Adult Services & Short Term Intervention. The revised structure for this area is shown at Appendix 2 (i).
- 6.4 In line with the change of post title the Appointments Committee resolved to ratify that the existing employees namely Mr. Neil Elliot and Mr. Robert Gatis be formally assigned to the roles of Service Director – Adult Services x 1 FTE post (Service Director – Level 1) and Service Director – Adult Services x 0.4 FTE post (Service Director – Level 1) respectively.

Education & Lifelong Learning

- 6.5 From the structure shown at Appendix 2 (ii), the Appointments Committee noted the existing post of Service Director – Access, Engagement & Inclusion (Service Director - Level 2). In respect of this role, the Appointments Committee resolved that as Mrs. Gaynor Davies had a strong contractual claim in place, that she be formally slotted into the role of Service Director – Access, Engagement & Inclusion (Service Director - Level 2), w.e.f. 13th November 2015.

Corporate & Frontline Services Group – Corporate Estates and Procurement Services

- 6.6 The previous senior roles within Corporate Estates and Procurement Services were made up of the following posts:

Corporate Estates - Current Structure

Director – Level 2	= 1 FTE
Head of Service – Level 1	= 1 FTE
Head of Service – Level 2	= 1 FTE
TOTAL	= 3 FTE's

Procurement - Current Structure

Service Director – Level 2	= 1 FTE
Head of Service – Level 2	= 1 FTE
TOTAL	= 2 FTE's

- 6.7 When undertaking a review of the Corporate Estates and Procurement service areas, it became clear that there was a degree of synergy in the work carried out. The review also looked at Corporate Estates current interaction with Legal Services in terms of the disposal of Council Assets.
- 6.8 As a consequence of the merger of functions, the existing Director of Corporate Estates (Director – Level 2) and Service Director – Procurement (Service Director – Level 2) posts were combined and a revised role of Director of Corporate Estates & Procurement (Director – Level 1) was created.
- 6.9 Members should also note that as additional work streams have been added to the existing Head of Service – Level 1 role, a revised role of Service Director - Corporate Design & Maintenance (Service Director – Level 2) was established as part of the recent restructure.
- 6.10 It should be further noted that as part of these changes, one of the Head of Service – Level 2 roles from Legal Services transferred into the Corporate & Frontline Services Group. As part of that transfer, this post along with the Corporate Estates Head of Service – Level 2 role was amalgamated. As a consequence of that amalgamation, a revised post within Corporate Estates at Head of Service – Level 1 was established.
- 6.11 As a consequence of that review process, the posts under the new combined service are as follows (the revised structure is shown at Appendix 2 (.iv.a):

Proposed Combined Structure – Corporate Estates & Procurement

Director – Level 1	= 1 FTE
Service Director – Level 2	= 1 FTE
Head of Service – Level 1	= 1 FTE
Head of Service – Level 2	= 1 FTE
TOTAL	= 4 FTE's

6.12 Whilst changes to the Head of Service grade identified above fall within the remit of the Head of Paid Service, in conjunction with the Director of Human Resources, appointment to the chief officer posts at Director and Service Director level have to be agreed by the Appointments Committee.

6.13 Therefore at the Appointments Committee meeting of 12th November 2015, Members agreed the following appointments:

6.13.1 that as Mr. Colin Atyeo would have a strong employment claim to the amalgamated post of Director – Corporate Estates & Procurement Services (Director – Level 1), he be formally assigned into that role w.e.f. 13th November 2015; and

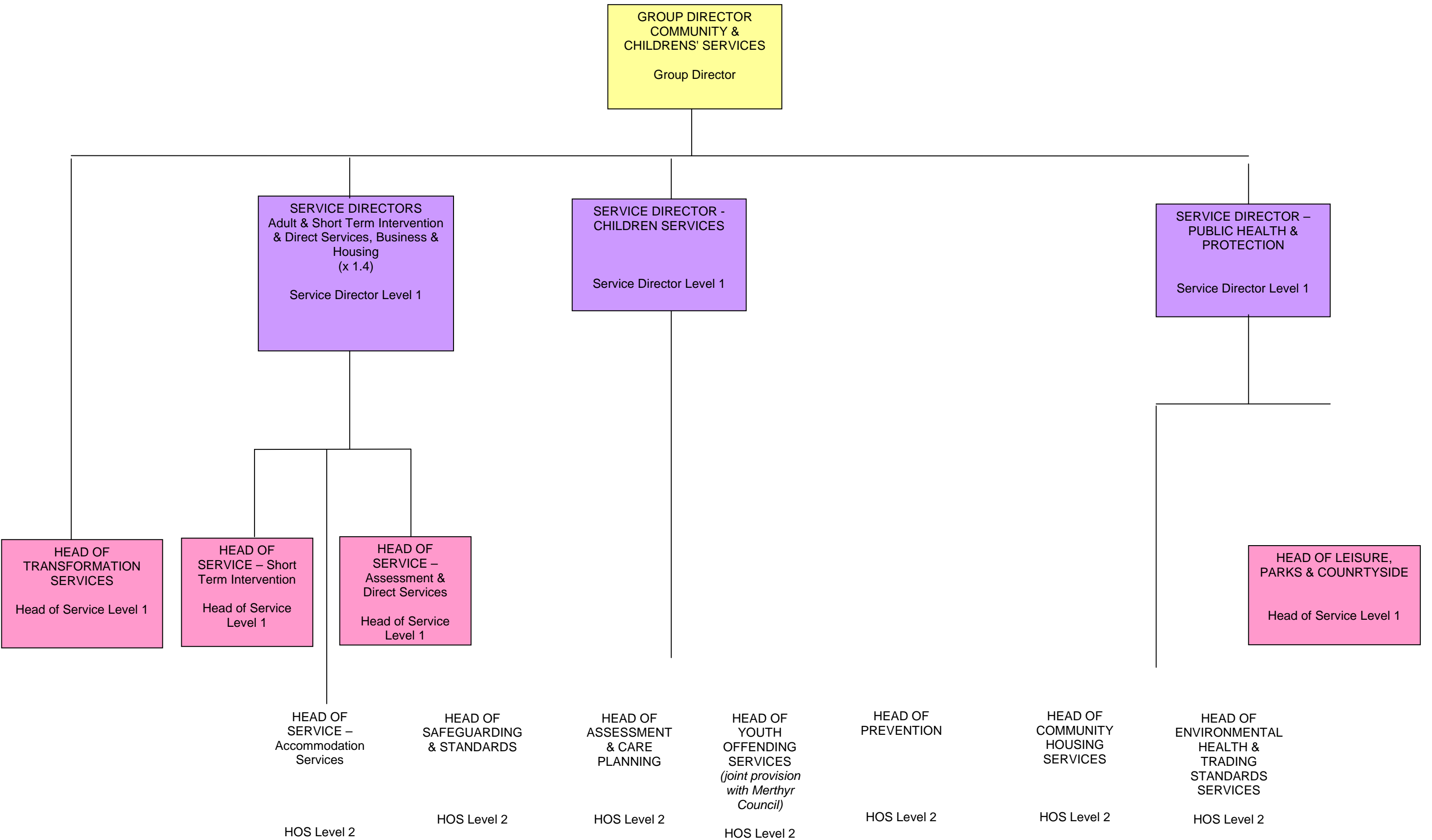
6.13.2 that as Mr. David Powell would have a strong employment claim to the post of Service Director - Corporate Design & Maintenance (Service Director – Level 2), then in accordance with the Management Change Policy he be formally assigned into that role w.e.f. 13th November 2015.

6.14 The Appointments Committee in accordance with the revised Senior Management structure for the Council agreed by Cabinet in October 2015, also agreed to formally delete the following posts:

- i) Service Director – Adult Services & Short Term Intervention (Service Director – Level 1);
- ii) Service Director – Direct Services, Business & Housing (Service Director – Level 1);
- (iii) Service Director – Procurement Services (Service Director – Level 2);
- (iv) Head of Transportation (Head of Service Level 1);
- (v) Head of Corporate Design & Maintenance (Head of Service Level 1);
- (vi) Head of Employment Services (Head of Service Level 1);
- (vii) (Head of Short Term Intervention (Head of Service Level 2);
- (viii) Head of Rhondda Locality (Head of Service Level 2);
- (ix) Head of Cynon Locality (Head of Service Level 2);
- (x) Head of Taf Locality (Head of Service Level 2);
- (xi) Head of Legal Property (Head of Service Level 2);
- (xii) Head of Corporate Asset Management (Head of Service Level 2); and
- (xiii) Head of Music (Soulbury Grade)

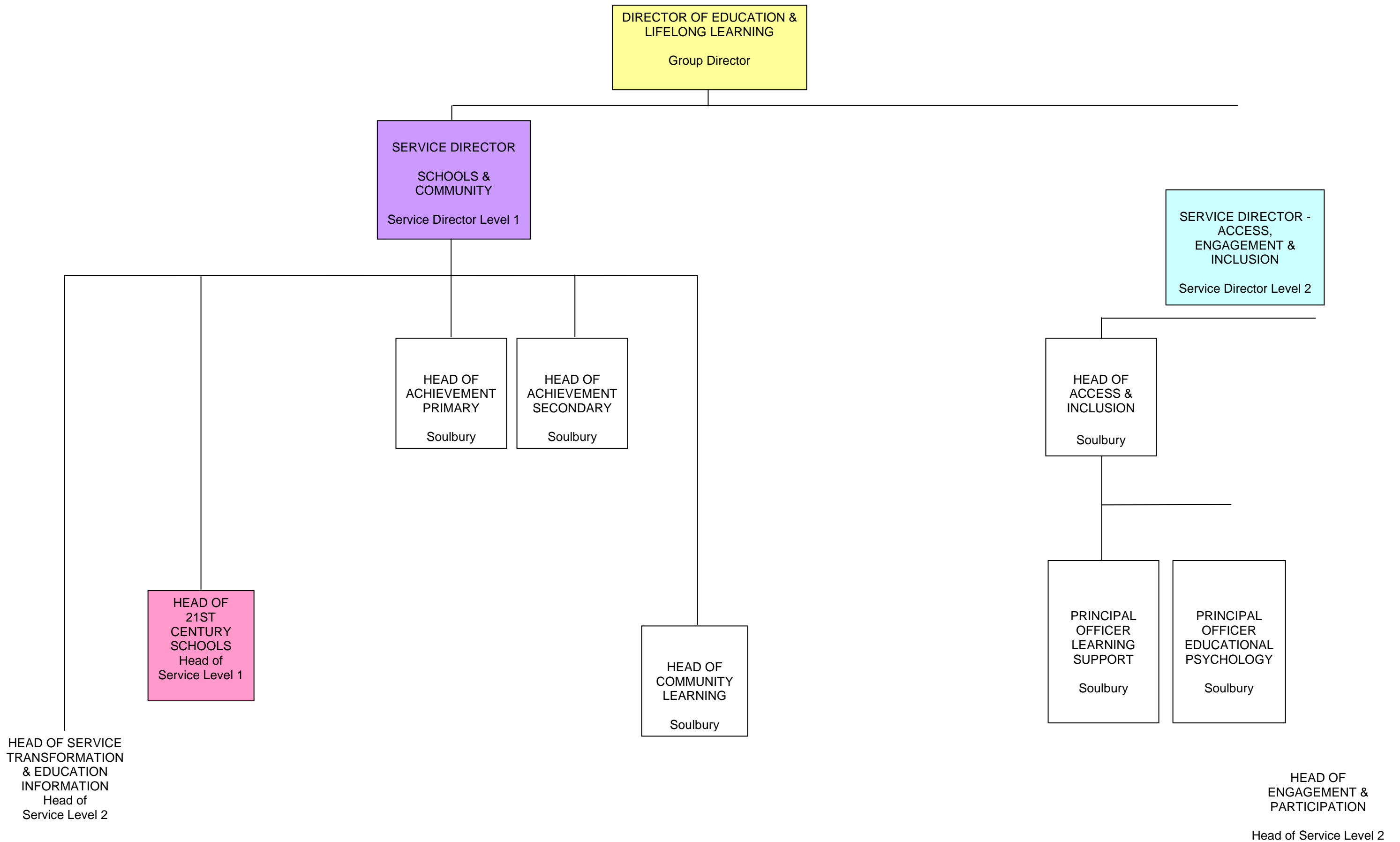
- 6.15 As a result of implementation of the above initiatives, Members should note that consequential changes will be required to the Council's Constitution. It is therefore recommended that the Director, Legal & Democratic Services be given delegated authority to make the consequential changes required.
- 6.16 Council is asked to note that discussions are ongoing in terms of the Council's chief officer and associated management costs which may result in further savings. It is envisaged that a further report will be presented to the Council's Cabinet in early 2016.

COMMUNITY & CHILDRENS SERVICES – 1 Sept 15



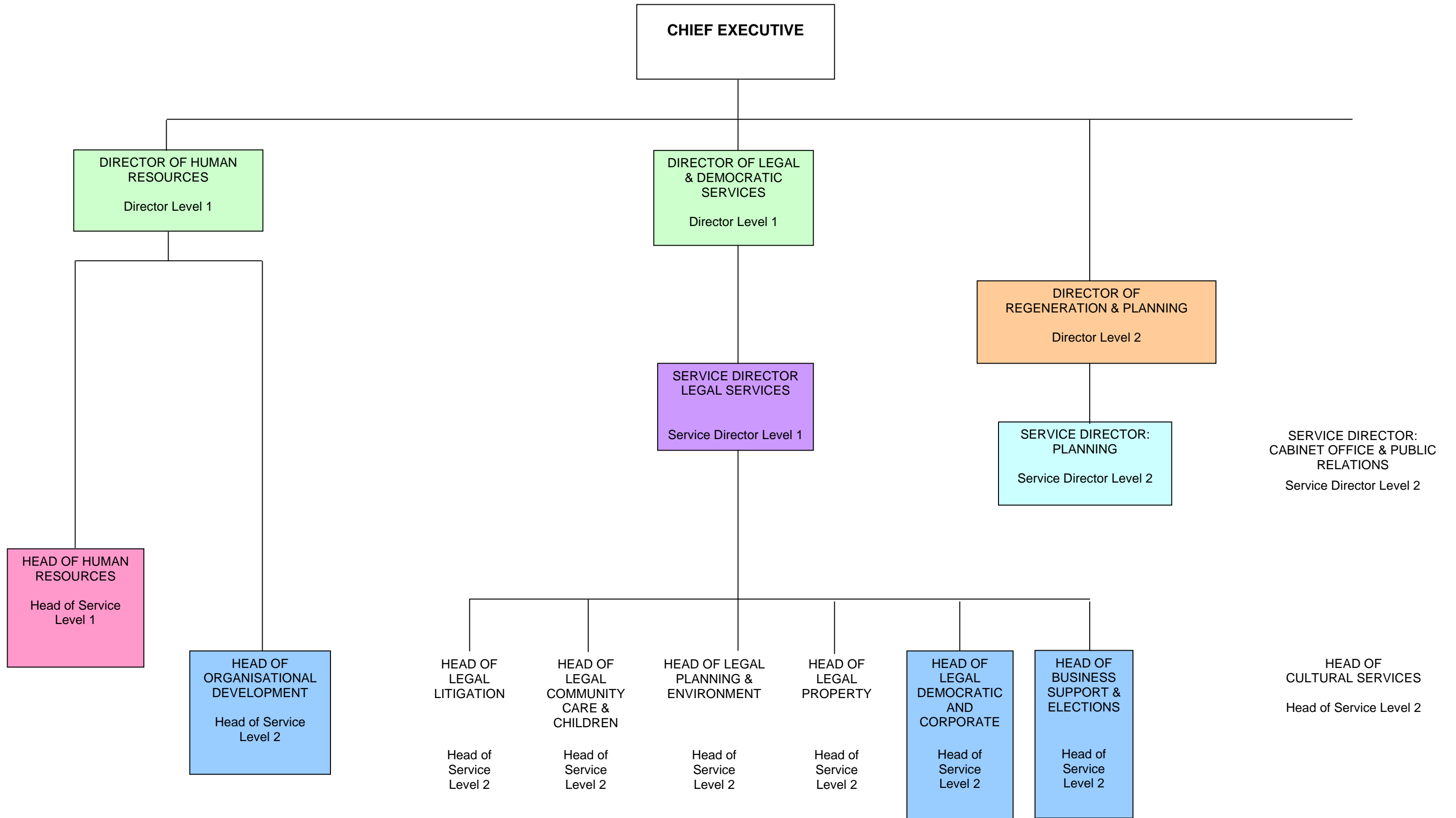
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EDUCATION AND LIFELONG LEARNING - 1 Sept 15



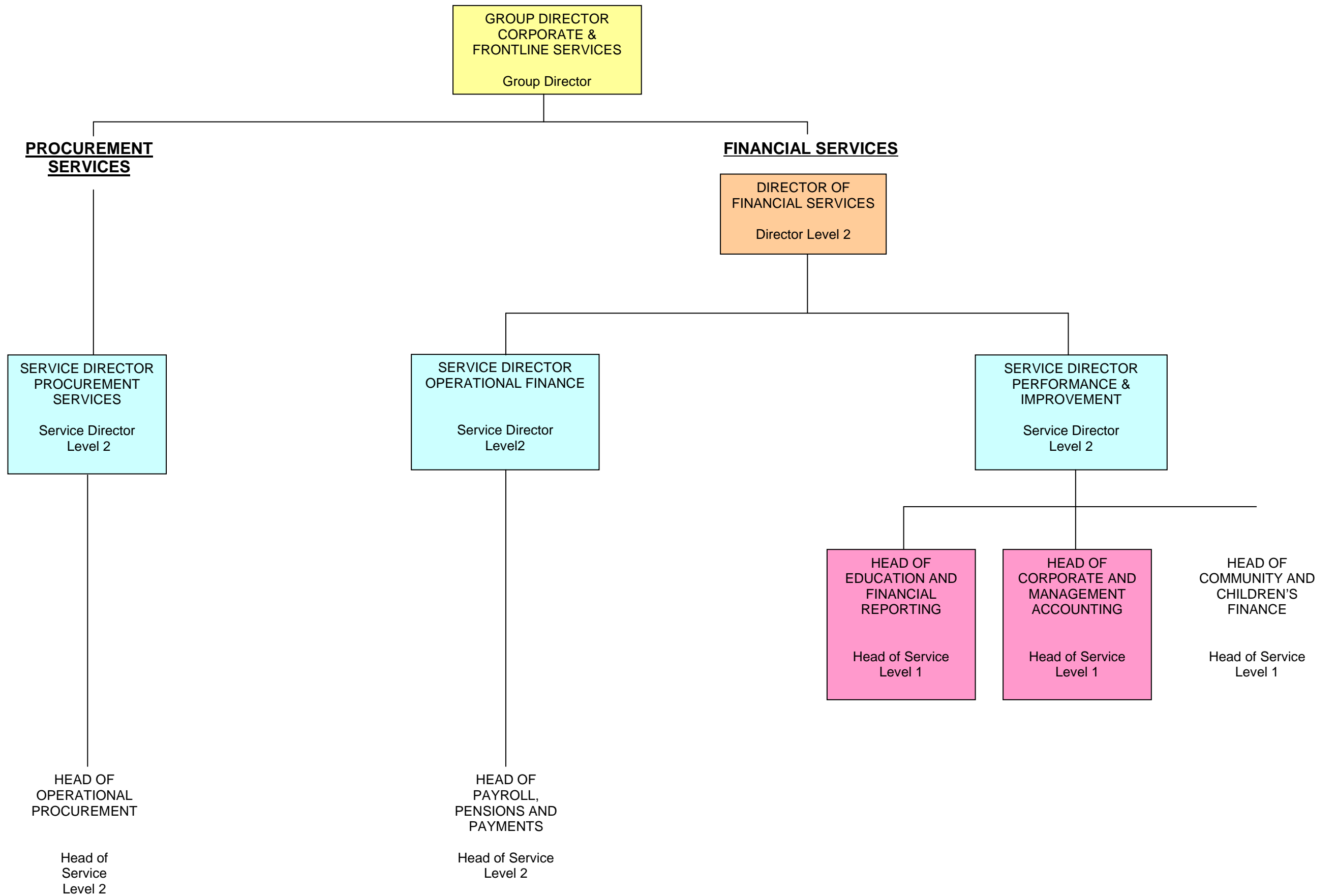
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CHIEF EXECUTIVE – 1 Sept 15



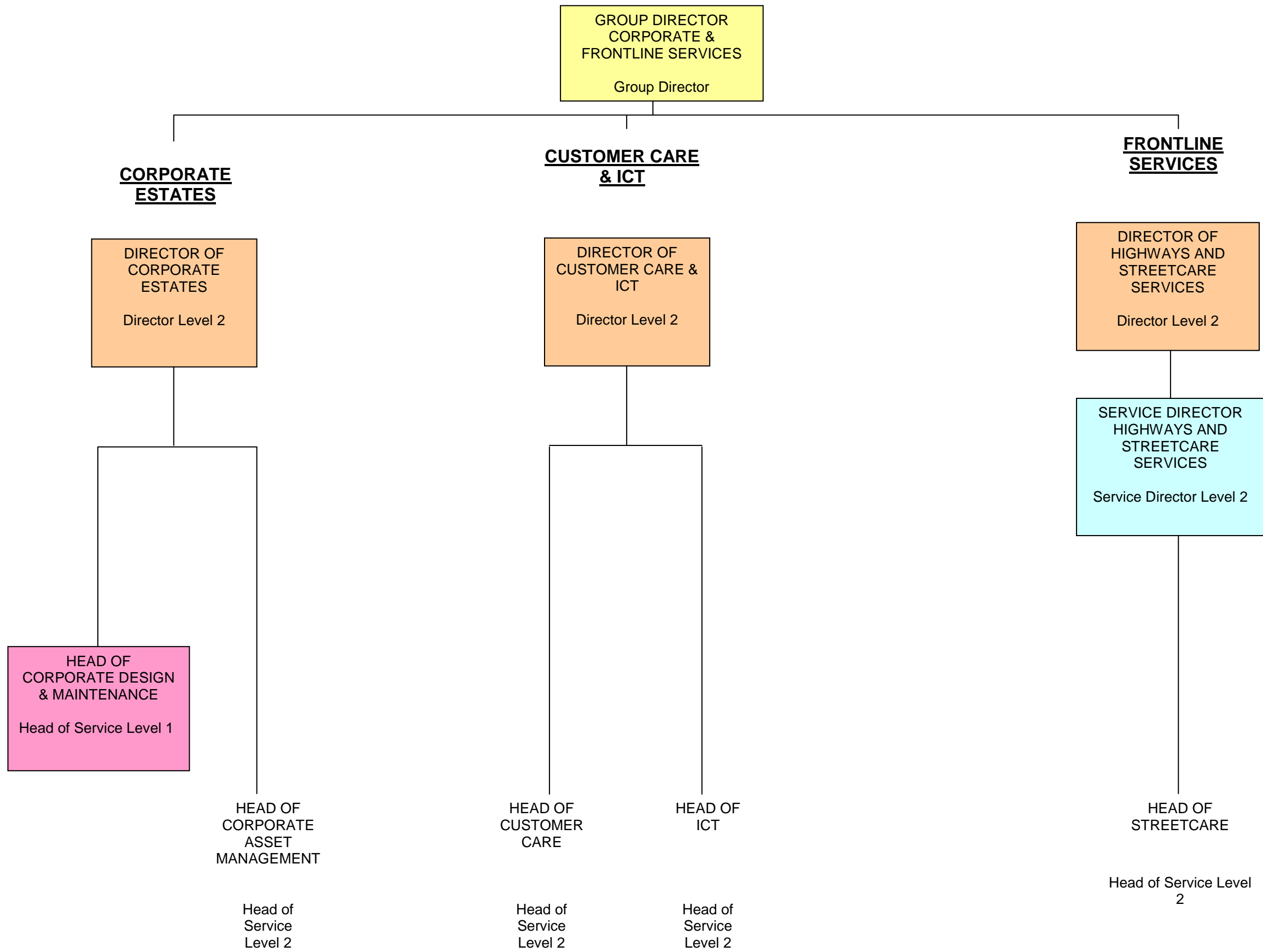
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CORPORATE AND FRONTLINE SERVICES – PART 1 – 1 Sept 15



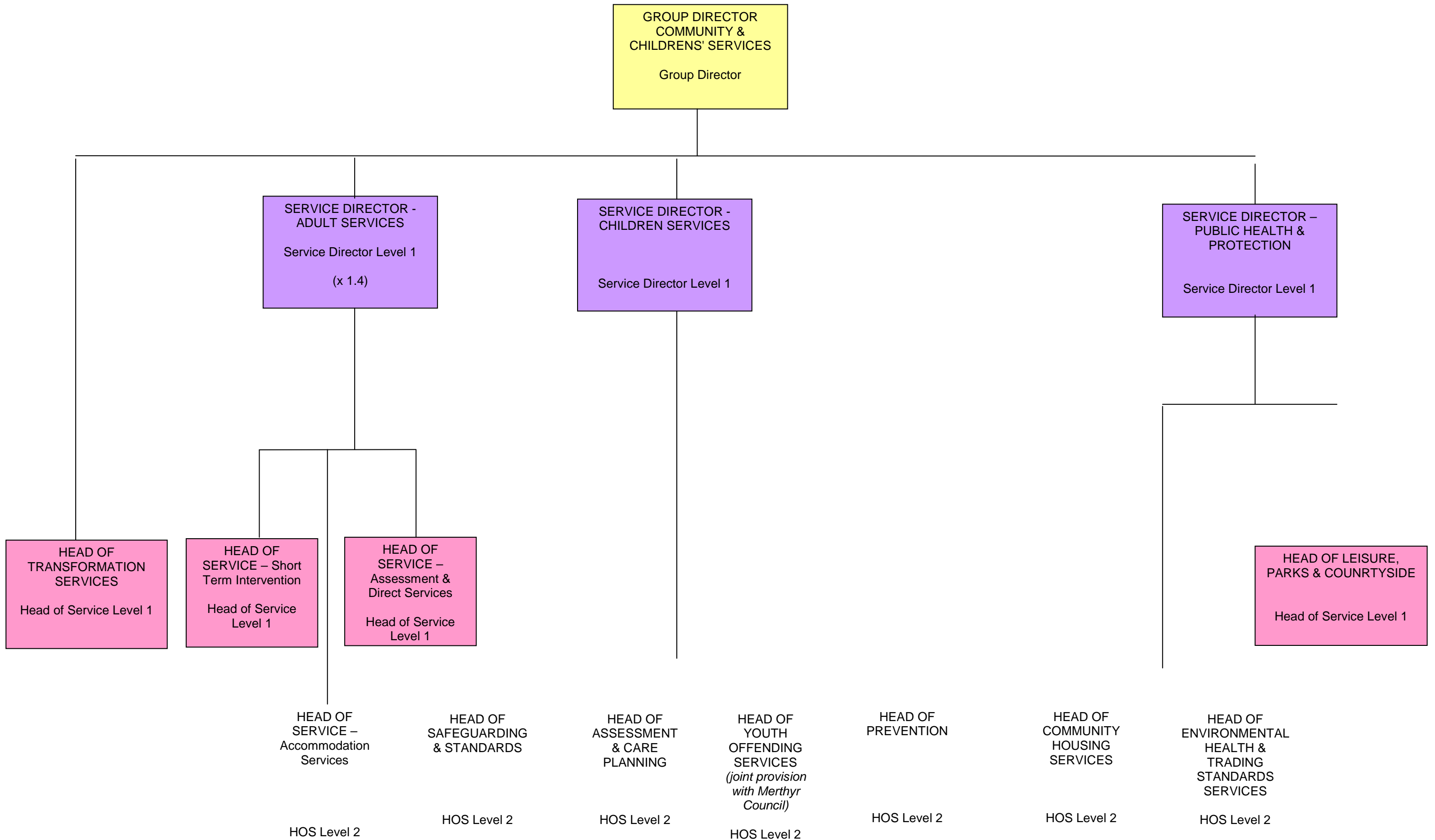
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CORPORATE AND FRONTLINE SERVICES – PART 2 – 1 Sept 15



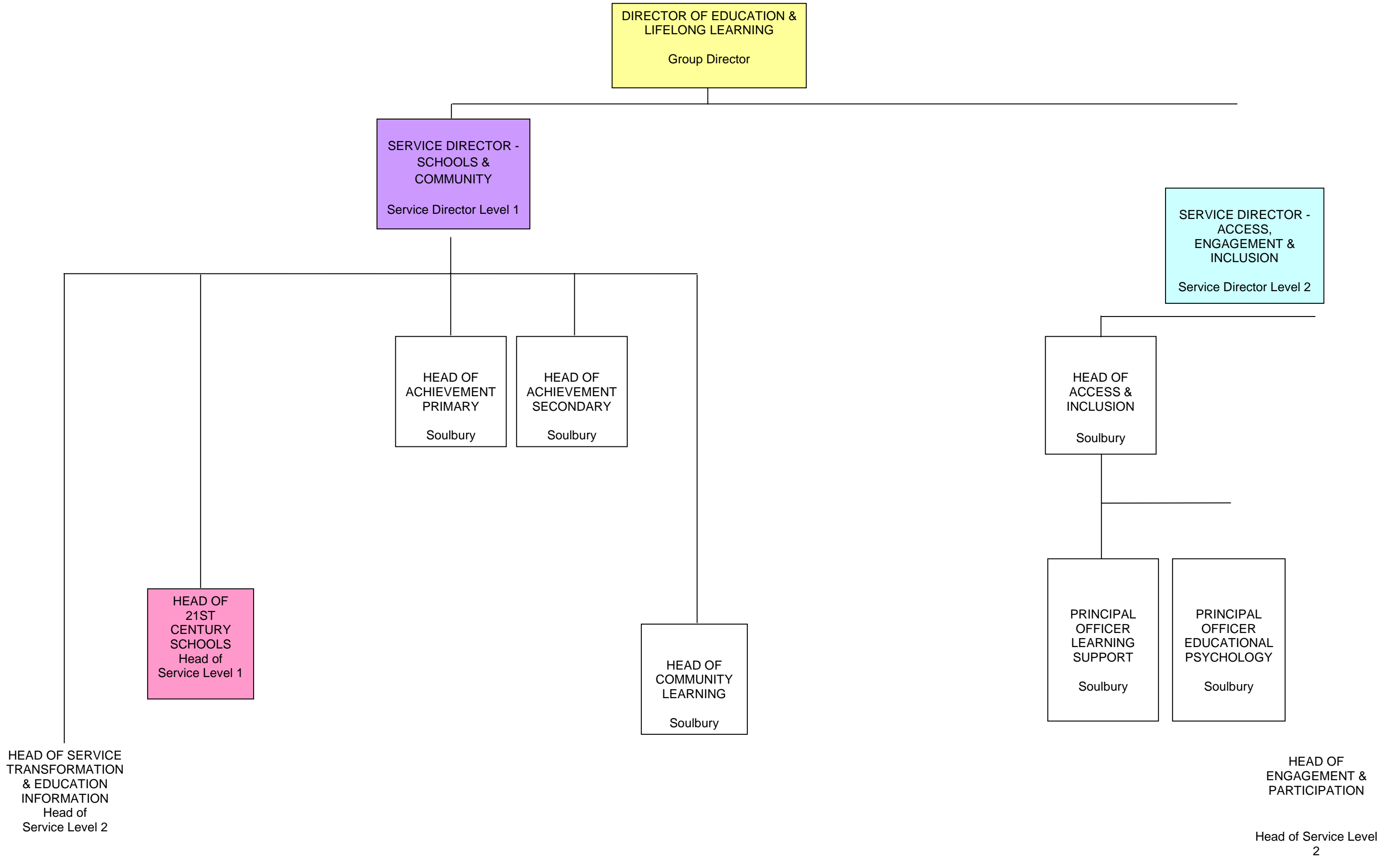
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COMMUNITY & CHILDRENS SERVICES – 1st November 2015



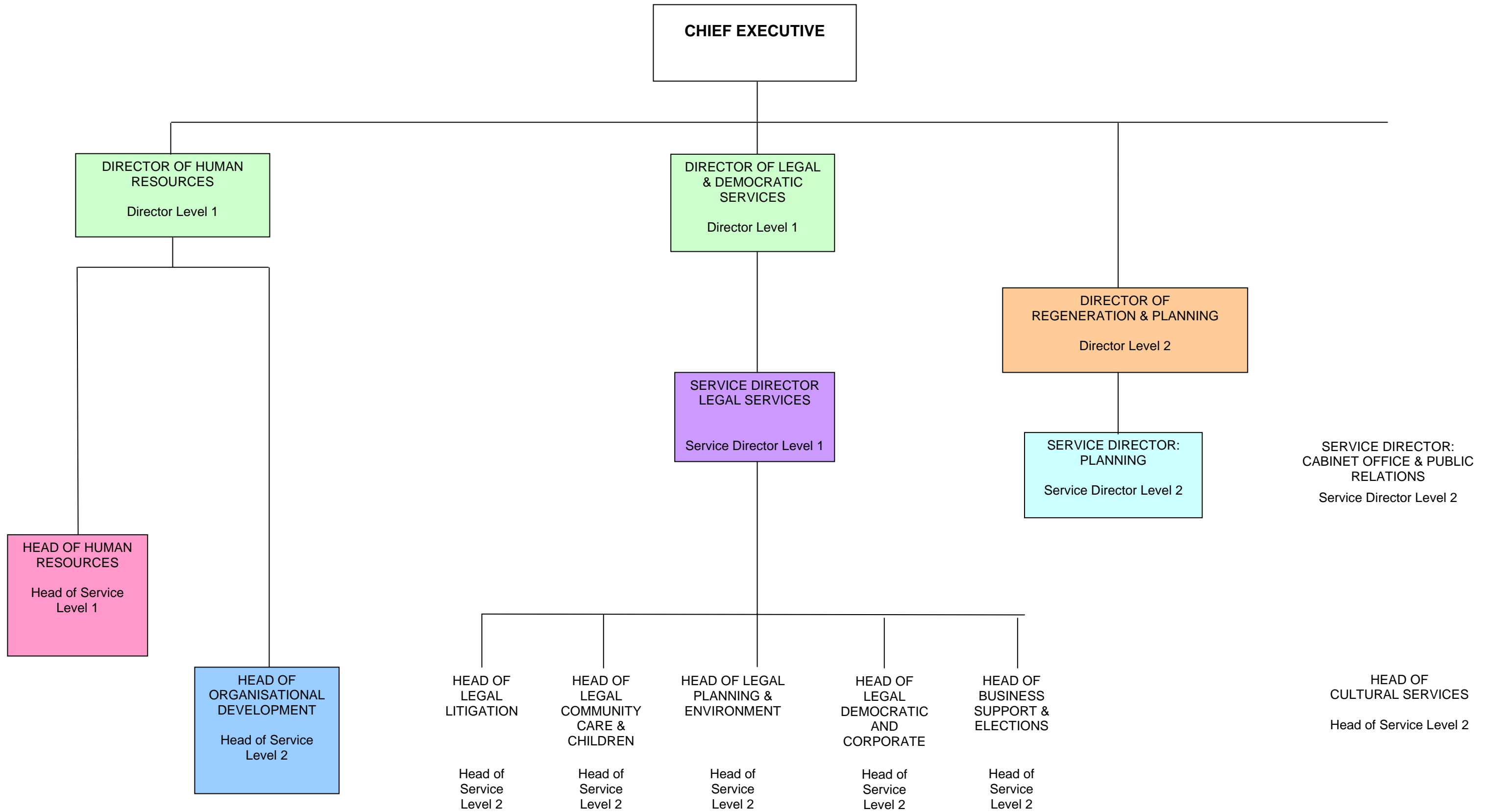
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EDUCATION AND LIFELONG LEARNING - 1st November 15



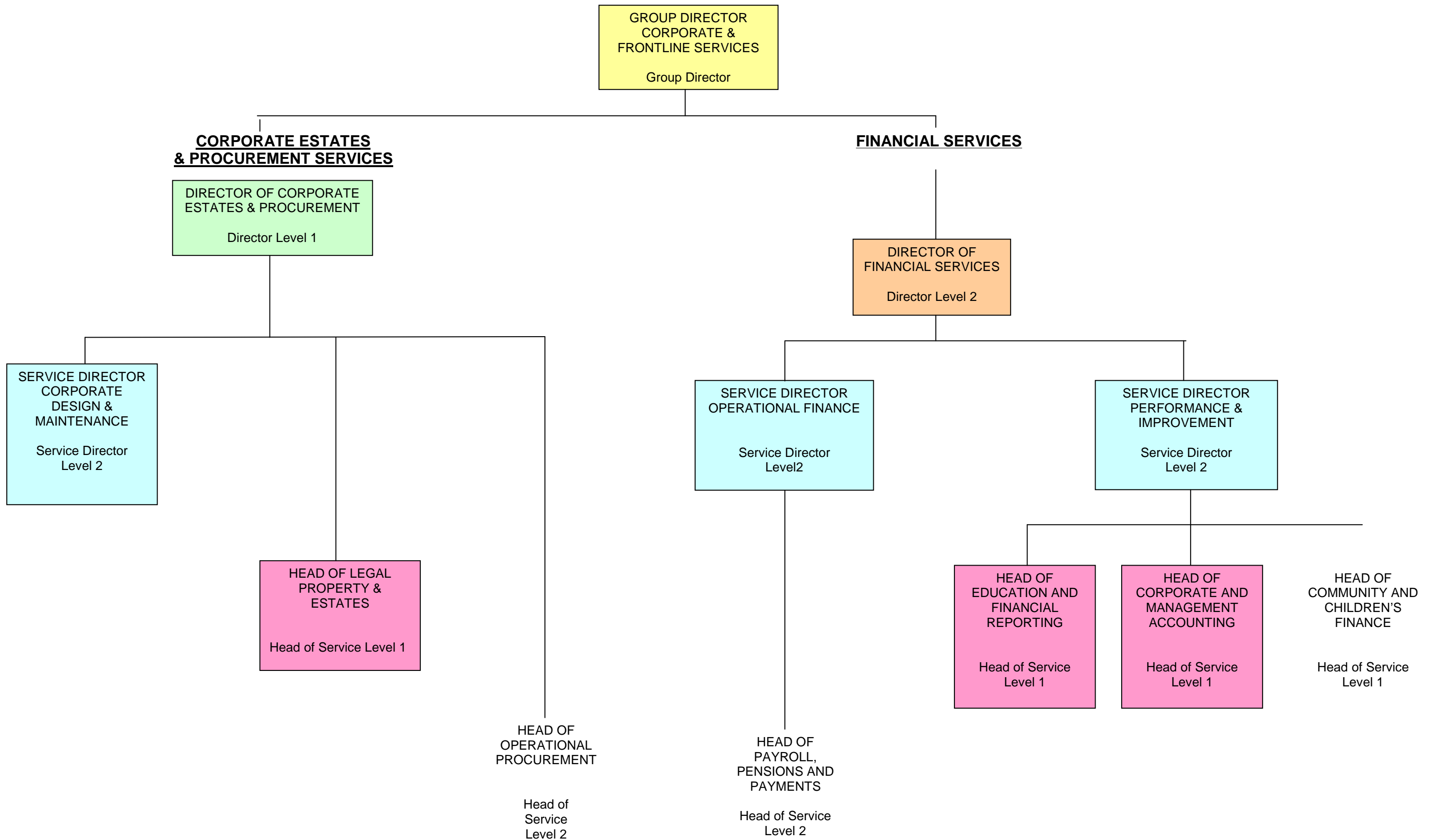
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CHIEF EXECUTIVE – 1st November 2015



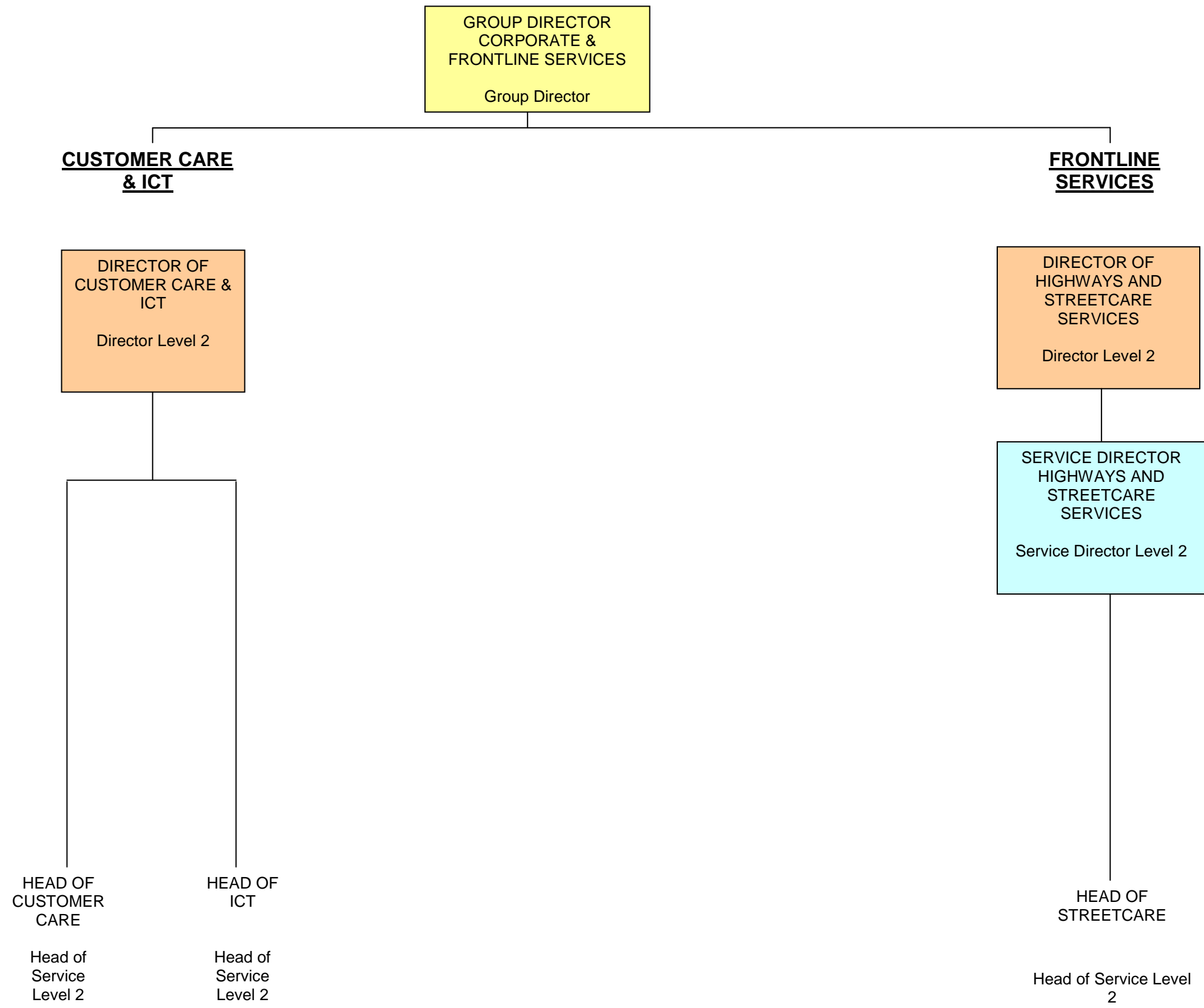
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CORPORATE AND FRONTLINE SERVICES – (PART 1) – 1st November 2015



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CORPORATE AND FRONTLINE SERVICES – (PART 2) – 1st November 2015



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