

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO COUNCIL

15 SEPTEMBER 2021

REPORT OF THE CHIEF EXECUTIVE

PROPOSED CHANGES TO THE JNC SENIOR MANAGEMENT STRUCTURE

1. Purpose of report

- 1.1 The report seeks Council approval on a proposed amendment to the senior management structure and to commence formal consultation with relevant JNC officers with regards to the proposed JNC senior management structure.

2. Connection to corporate improvement objectives/other corporate priorities

- 2.1 This report assists in the achievement of the following corporate priority:
- Smarter use of resources – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

3. Background

- 3.1 In November 2017 a new JNC pay and grading structure was approved, whereby additional tiers were added to the existing payscale, to provide more flexibility in the structure to meet future challenges and to more ably respond to market forces and improve recruitment and retention.
- 3.2 Further to this, in 2018, Council approved various changes to the JNC senior management structure which included the deletion of the Head of Human Resources and Organisational Development, the reduction of a Head of Service post in the Communities Directorate, and the deletion of the former Corporate Director in the Operational and Partnerships Directorate.
- 3.3 These changes resulted in a revised management structure in the Communities Directorate and the creation of the Chief Executive's Directorate.
- 3.4 Further amendments to the senior management structure were approved by Council in October 2019 when the post of Head of Finance and Performance was redesignated and regraded to the post of Chief Officer Finance Performance and Change and the post of Head of Legal and Regulatory Services was redesignated to Chief Officer Legal, Human Resources and Regulatory Services but without any regrading.

4. Current situation/proposal

- 4.1 Since that Council report in October 2019, further changes to the senior management team have taken place. A new Corporate Director for Communities commenced employment with the Council at the beginning of 2020 and a new Corporate Director for Social Services and Wellbeing started in October 2020.
- 4.2 During this period there have also been unsuccessful attempts to appoint on a permanent basis a Chief Officer for Finance, Performance and Change. This has meant that the role has continued to be filled on an interim basis. However, a successful appointment has recently been made with the new postholder expected to take up their position by the end of this calendar year. This means that for the first time since 2018 the Council will have a fully populated permanent senior management structure bringing greater stability to the overall leadership and management of the organisation. The permanent appointment of a Chief Officer for Finance, Performance and Change also ensures greater certainty and surety around the rest of the JNC management structure and presents the opportunity to seek approval to a further change to the structure which had been pending on the basis that alternative options may have had to be considered if such an appointment had again not been possible.
- 4.3 Furthermore, the events of the last eighteen months during the Covid-19 pandemic have demonstrated some gaps in the current JNC management structure both from a plethora of new responsibilities and also from being very stretched at times, compromising organisation resilience, a situation compounded by the comparatively lean senior management structure in Bridgend. For information Members will note that a number of other Local Authorities in the region have recently either undergone substantial Chief Officer restructures and/or created new posts in response to some of the emerging challenges.
- 4.4 Members will recall that in the previous report to Council in October 2019 that following a review of Human Resources and Organisational Development, the Service was moved to report to the then Head of Legal and Regulatory Services, and consequently that post was re-designated Chief Officer Legal, Human Resources and Regulatory Services. There was however no change in the grading of this post. An assessment has been made of the impact of these further changes and redesignation of the post as set out in paragraph 4.7 below.
- 4.5 The current portfolio of the post of Chief Officer Legal, Human Resources and Regulatory Services includes Legal Services, Procurement, Democratic Services, Registrars, Human Resources and Organisational Development and oversight of the Shared Regulatory Services. The postholder is also the designated Monitoring Officer under the Local Government and Housing Act 1989 and carries a range of statutory responsibilities. In addition to these, during the Covid-19 pandemic the post-holder has also taken on important and significant additional responsibilities with regard to representing the Council on the multi agency Regional Strategic Oversight Group (RSOG). The purpose of this group is to coordinate a regional, multi agency (all Local Authorities in the region, Cwm Taf Morgannwg Health Board and Public Health Wales) response to emergencies and develop and collate an organisational response to emerging issues. It is a high level strategic and corporate role requiring sufficient authority and accountability to make decisions on behalf of the Council rapidly, and deploy resources accordingly. It is invariably filled in public sector organisations by a

member of the Corporate Management Board. In the case of the Covid-19 pandemic and subsequent recovery and response phase, the postholder also represents the Council on the Cwm Taf Morgannwg Incident Management Team (IMT) whose role included the establishment and implementation of the test and trace and protect programme, close liaison with the Health Board to develop and set up locally testing centres and the vaccination programme and other responses to government advice, guidance and legislation as they emerged. It has become clear however that these additional responsibilities are not confined to the Covid pandemic and as we reach an endemic phase in due course there will be an ongoing requirement for someone at a Chief Officer level to fulfil this corporate and strategic function and represent the Council where there is an imminent threat or danger to public safety. The role requires strong leadership and close corporate working throughout the organisation and alignment with the work of the emergency planning team.

- 4.6 While the response of Chief Officers in Bridgend to the pandemic has at all times been exemplary and services have continued to run satisfactorily during this time, it is also clear that the current arrangements in Bridgend are not sustainable in the long term and that permanent changes are required to ensure the Council has the capacity and resilience to meet the numerous challenges it faces moving forward, including a significant Covid recovery programme of work, substantial budgetary uncertainty and a transformational change agenda to help ensure that valuable public services can be sustained and are fit for purpose. Specifically, the Council has found that it does not have any designated resource to deal with a plethora of important corporate policy changes and initiatives, often initiated by Welsh Government. Neither does it have an appropriately experienced and skilled permanent public affairs post to properly manage relationships with other key stakeholders and, provide corporate and strategic communications. Finally, it does not have sufficient executive support for Corporate Management Board including an adequate research function and efficient coordination and prioritisation function. These gaps represent a substantial risk to the organisation and it is proposed that a new unit is brought together covering these functions. The proposed changes will help create a more coordinated and resilient response to some of those challenges but without the significant additional cost of creating new JNC officer posts at a time when the Council continues to face budget uncertainty. The situation will however continue to be reviewed moving forward.
- 4.7 It is proposed that the responsibility for the line management of the new Policy and Public Affairs Unit is placed within the portfolio of the Chief Officer Legal, Human Resources and Regulatory Services. The post will be redesignated as Chief Officer Legal and Regulatory Services, Human Resources and Corporate Policy. The duties and span of responsibilities that the post holder will now undertake (as set out in paragraphs 4.3 to 4.4) have been re-evaluated within a revised job description incorporating the wider range of responsibilities using the Council's approved Job Evaluation scheme, and there is a consequent change in the grade to the proposed position as follows: The existing role of Chief Officer Legal, Human Resources and Regulatory Services has a salary range of £81,287 to £86,815. The proposed role of Chief Officer Legal and Regulatory Services, Human Resources and Corporate Policy has a salary range of £93,626 to £100,149.
- 4.8 The current JNC structure in the Chief Executive's Directorate is set out in **Appendix A**, and the proposed structure set out in **Appendix B**.

4.9 Given the change to the portfolio and additional responsibilities there will need to be statutory consultation with the postholder. This will be lead by the Chief Executive and Human Resources and may result in minor changes to the Job Description.

5. Effect upon policy framework and procedure rules

5.1 None.

6. Equality Act 2010 Implications

6.1 Once the formal consultation process has concluded, an Equality Impact Assessment will be conducted.

7. Well-being of Future Generations (Wales) Act 2015 implications

7.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

8. Financial implications

8.1 The cost of this proposal is an additional £13,334 at the top of the grade and this increase (plus on-costs) can be met from within the existing Directorate budget. This increase should be seen in the context of substantial overall senior management savings that have been made over recent years including those outlined in paragraph 3.2, totalling over £250,000.

9. Recommendation

9.1 It is recommended that Council:

- i. Approves the proposal to redesignate the post of Chief Officer Legal, Human Resources and Regulatory Services to Chief Officer Legal and Regulatory Services, Human Resources and Corporate Policy;
- ii. Authorise the Chief Executive to commence a formal consultation with relevant JNC officers in the Chief Executive's Directorate and to approve minor amendments to the Job Description;
- iii. Authorise minor amendments to the Council's Constitution and the Scheme of Delegation of Functions in relation to references to the portfolio and job title.

Mark Shephard
Chief Executive
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Contact officer: Mark Shephard
Chief Executive

Telephone: (01656) 643380

Email: mark.shephard@bridgend.gov.uk

Postal address: Civic Offices, Angel Street, Bridgend, CF31 4WB

Background documents: None