

THE VALE OF GLAMORGAN COUNCIL

COUNCIL: 12<sup>TH</sup> DECEMBER, 2018

REFERENCE FROM CABINET: 19<sup>TH</sup> NOVEMBER, 2018

**“C484 SENIOR MANAGEMENT ISSUES – PERFORMANCE AND DEVELOPMENT AND HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT DIVISION (L) (SCRUTINY COMMITTEE – CORPORATE PERFORMANCE AND RESOURCES) –**

Cabinet was updated on the position related to the previously proposed restructure reported to Council on 18<sup>th</sup> July, 2018 (Minute No. 192 refers) and an amended approach was recommended, following further consideration and consultation.

Council of 18<sup>th</sup> 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.

Consultation had taken place with relevant staff and the recognised Trade Unions and further consideration had been given to issues relating to capacity, particularly given the work issues as outlined in the report including Reshaping Services, staff engagement, service transformation and ensuring effective working relationships with Wales Audit Office and the Trade Unions.

It had 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 was increasing emphasis on the need to deliver on a number of fundamental and wide ranging areas.

Further work had been undertaken, and a proposed structure was indicated on Appendix A attached to the report. In summary, the proposal now involves:

- The retention of the post of Head of Human Resources and Organisational Development, reporting directly to the Managing Director. This would not be a senior Head of Service role.
- The existing post of Head of Performance and Development would be retained and would report directly to the Managing Director, rather than to a senior Head of Service as previously.
- The existing post of Operational Manager (Human Resources) would be deleted and as a result the Human Resources Business Partnership Team

would report directly to the Head of Human Resources and Organisational Development.

- The Health and Safety/Well-being function would report to the Operational Manager (Employee Services) and the grade of this post would change from OM2 to OM1 (subject to Hay/job evaluation as appropriate).

As the previous report to Council indicated that a further report would only be required if there were substantial changes to the proposals, the report was presented with a recommendation that the matter be referred on to Council in December.

After this item had been presented, the Managing Director confirmed that the creation of a single senior Head of Service post would represent a significant challenge for any one individual given the need to progress the Reshaping Services agenda, ensure workforce development and staff engagement, and secure excellent working relationships with the Wales Audit Office and Trade Unions. As such, the safer option would be to recruit two Head of Service posts, which would also ensure resilience.

This was a matter for Council decision.

Cabinet, having considered the report and all of the issues and implications contained therein,

RESOLVED –

(1) .....

(2) T H A T the proposals in respect of the Human Resources and Organisational Development and Performance and Development Departments as set out in paragraph 7 of the report and as illustrated in Appendix A attached to the report, be approved in principle and referred to Full Council for consideration.

(3) T H A T, subject to Resolution (2) above, arrangements be 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 decisions

(1) .....

(2&3) To ensure that the Senior Management structure in the Managing Director's Directorate was sufficiently resilient to meet current and future service needs and to ensure that Council considered the proposal, given Resolution (4) of 18<sup>th</sup> July, 2018 (Minute No. 192 refers).