



PERSONNEL COMMITTEE

10.00 AM - TUESDAY, 3 APRIL 2018

COMMITTEE ROOMS 1/2 - PORT TALBOT CIVIC CENTRE

PART 1

1. To receive any declarations of interest from Members.

Report of the Director of Social Services Health and Housing

2. Urgency Action 0418 - Restructure of Senior Management Arrangements (*Pages 3 - 18*)

Report of the Head of Human Resources

3. Voluntary Redundancy (VR) Scheme Update (*Pages 19 - 26*)
4. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972.
5. Access to Meetings - to resolve to exclude the public for the following items pursuant to Section 100A (4) and (5) of the Local Government Act 1972 and the relevant Exempt Paragraphs of Part 4 of Schedule 12A to the above Act.

PART 2

Private Report of the Head of Transformation

6. Re-grading of Post (*Pages 27 - 36*)
7. Management Restructure (*Pages 37 - 54*)

8. Education Psychology Staffing Structure (*Pages 55 - 62*)

Private Report of the Head of Participation

9. Access Managed Services (*Pages 63 - 72*)

Private Report of the Head of Human Resources

10. Local Government Pay Update 2018/2019 (*Pages 73 - 74*)

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Wednesday, 28 March 2018

Committee Membership:

Chairperson: **Councillor D.Jones**

Vice
Chairperson: **Councillor S.Paddison**

Members: Councillors E.V.Latham, S.Miller, S.Bamsey,
N.T.Hunt, S.A.Knoyle, D.Cawsey, R.G.Jones,
S.Renkes, A.J.Taylor and J.Hale

Non Voting
Member: Councillors P.D.Richards, C.Clement-Williams,
A.Wingrave, A.R.Lockyer, P.A.Rees and
D.W.Davies

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

Report of the Director of Social Services, Health and Housing

Matter for Information

Ward Affected: All

Officer Urgency Action 0418

Re: Restructure of Senior Management Arrangements in Social Services, Health and Housing

Details of the above Urgency Action taken by the Director of Social Services, Health and Housing in consultation with the requisite Members, for immediate implementation.

There is no call-in of this matter.

The report was dated 12 March 2018 and is attached below for Members' Information.

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Non-executive Urgent Action

PERSONNEL COMMITTEE

REPORT OF THE DIRECTOR OF SOCIAL SERVICES, HEALTH AND HOUSING – MR ANDREW JARRETT

MATTER FOR DECISION

WARD(S) AFFECTED: ALL

Restructure of Senior Management Arrangements in Social Services Health & Housing

Purpose of the Report

To seek Member approval for restructure proposals for the Social Services Health & Housing Directorate Senior Management Team as set out in this report.

Executive Summary

Background

Following the resignation of the Head of Adult Services in February 2016, the Head of Children and Young People's Services and the Head of Commissioning and Support Services, both having considerable experience at Head of Service level, covered the vacancy between them for a period of 15 months, pending a more substantive review of management arrangements.

In July 2017 then, Members approved a senior management structure for Social Services, Health and Housing. The vacant Head of Adult Services post was deleted. The Head of Children and Young People's Services was re-designated Head of Social Work Services and the Head of Commissioning and Support Services was re-designated Head of Commissioning, Support and Direct Services. In addition, the Principal Officer level was strengthened in order to mitigate against the reduction at Head of Service level.

In December the incumbent Head of Social Work Services was promoted to Director of Social Services, Health & Housing. The vacant Head of Social Work Services post has been advertised on a national basis, with market supplement, and whilst 5 applicants applied for the post, none possess the necessary experience at Head of Service level across both Children and Adult services to be considered for this very important job. Members therefore took the decision not to progress further with the recruitment to this post.

Options

Option 1

Re-advertise the Head of Social Work Services, in the hope that a suitably qualified and experienced candidate may present.

Option 2

Seek a suitably qualified and experienced Interim to cover the post of Head of Social Work Services.

Option 3

Restructure the senior management arrangements, in order to create jobs that can be more readily appointed to.

Consideration of available options

Given the background and context set out above, there are a number of key points for Members to consider in determining the available options:

If the Council were to advertise again, it will take a minimum of 3 – 4 months to establish if any suitably qualified and experienced candidates are available. However, it is the view of the Director of Social Services, Health and Housing that there are not a great number of readily available replacements within the UK.

It is considered particularly unlikely that the Council will attract suitably qualified candidates if an appointment is advertised on a temporary basis. Furthermore, delays in determining the management and leadership arrangements will cause uncertainty in the service, and potentially de-stabilise improvements achieved and developments underway.

It is the view of the Director of Social Services, Health & Housing that by restructuring the senior management team, splitting responsibilities across three Heads of Service posts instead of two, it is more likely that suitably qualified and experienced candidates will be available. There is some potential to recruit to at least one post internally.

There have been clear benefits to the closer working relationship between Children and Adult services within the Directorate, and it is important that planning and strategy continue to come together in the best interest of the people of Neath Port Talbot. The Director therefore will determine how services are configured below Heads of Service level in order to maintain this cohesive approach.

Consultation will take place with Trade Unions and staff affected by these changes. No member of staff will be at risk of redundancy as a result of these proposals. Some further restructuring may be required when Heads of Service have been appointed and had sufficient time to review existing structure. Any further proposals for change will be reported to Members at Personnel Committee for appropriate decision making.

Financial Impact

The proposed changes will cost an additional £22700 in the first year, this will be funded from the existing Social Services Budget by increasing the vacancy target. This requires savings from staff vacancies throughout the directorate.

The financial appraisal is attached as Appendix 1.

Equality Impact Assessment

There is no requirement to carry out an equality impact assessment on this proposal.

Workforce Impacts

No member of staff will be displaced as a result of these proposals.

Proposal

It is proposed to:

- Delete the Head of Social Work Services.
- Create a Head of Children and Young People's Services and a Head of Adult Services.
- Advertise for the Head of Children and Young People's Services on an internal basis.
- Advertise for the Head of Adult Services on an external basis.
- It is proposed that the Director of Social Services Health and Housing is given delegated authority to determine the portfolio for each Head of Service within his directorate, in consultation with relevant postholders.

Legal Impacts

There are no legal impacts associated with this report.

Risk Management

Employment policies have been complied with therefore minimising any risks associated with these changes.

Consultation

There is no requirement under the Constitution for external consultation on this item.

Recommendation

It is recommended that Members approve the restructure proposals for the Social Services Health & Housing Directorate Senior Management Team as set out above.

Reason for Proposed Decision

To ensure effective Senior Management arrangements are in place in Social Services, Health and Housing.

Appendices

Appendix 1

Financial Appraisal

Appendix 2

Structure Charts Current

Appendix 3

Equality Impact Assessment

Officer Contact

Andrew Jarrett

Director of Social Services, Health and Housing

Email: a.jarrett@npt.gov.uk

Tel: 01639 763279

Financial Implications**APPENDIX 2****SET UP COSTS:**

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Recruitment Costs		0
Accommodation Costs		
Office Costs		
I.T.		
Other (Specify)		
Total Set Up Costs	0.00	0
<u>Funding of Set Up Costs</u>		
Revenue Budget		
Reserves		
Special Grant:		
Other (Specify)		
Total Funding of Set Up Costs	0.00	0

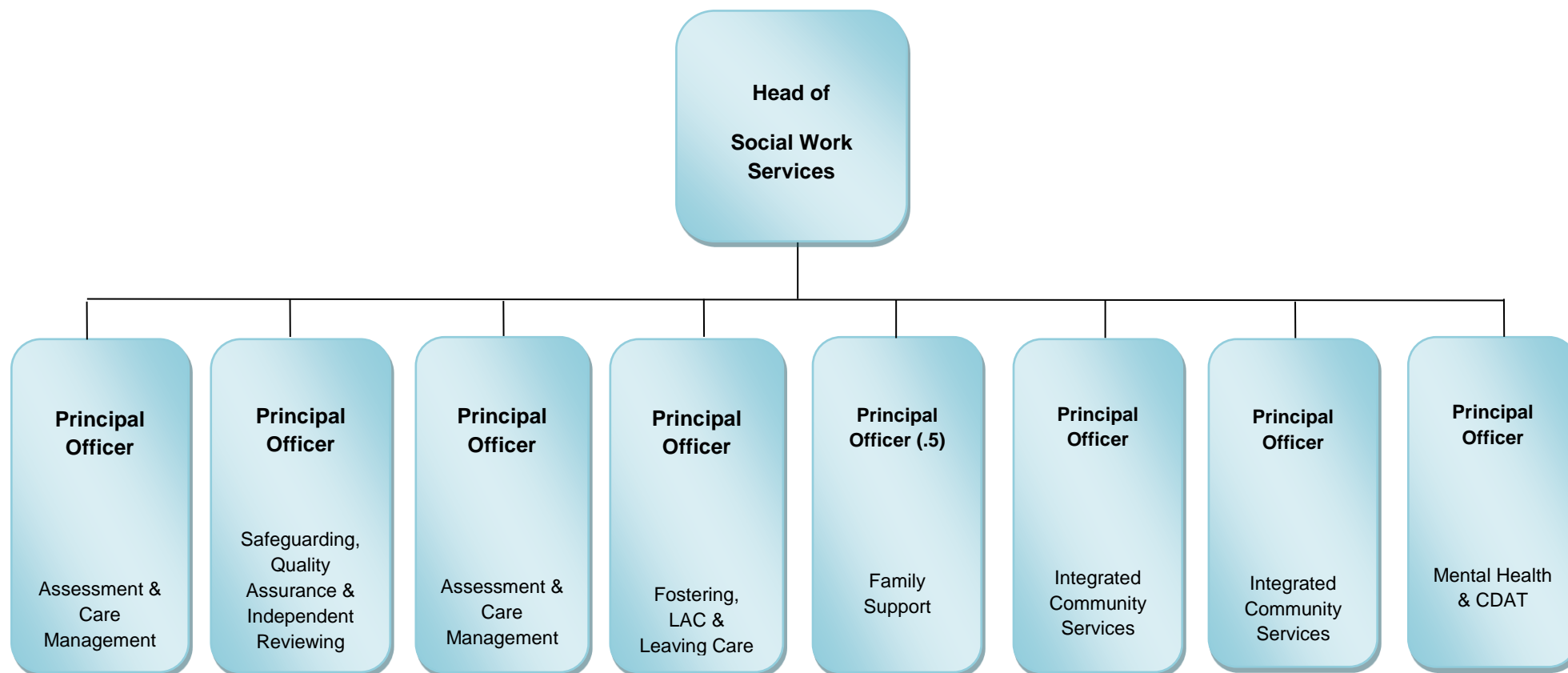
RECURRING COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Employee Costs (Financial Appraisal Statement)		
> Starting Salary	22,700	
> Additional cost at Maximum Salary		32,548
Employee Training & Seminars		
Accommodation Running Costs		
Travel & Subsistence (Standby Allowance)		
Other Running Costs - Office Supplies		
Other Running Costs - Printing & Literature		
Other Running Costs - IT.		

Total Recurring Costs	22,700	32,548
<u>Funding of Recurring Costs</u>		
<u>External Sources</u>		
Specific Grant:		
Funding from External Agencies		
Service Level Agreement		
Other (Specify)		
<u>Internal Sources</u>		
HRA		
Existing Budget Allocation	22,700	32,548
Additional Guideline Allocation		
Other (specify) :		
Total Funds Available	22,700	32,548
Refer to this statement in the report's section on Financial Appraisal.		

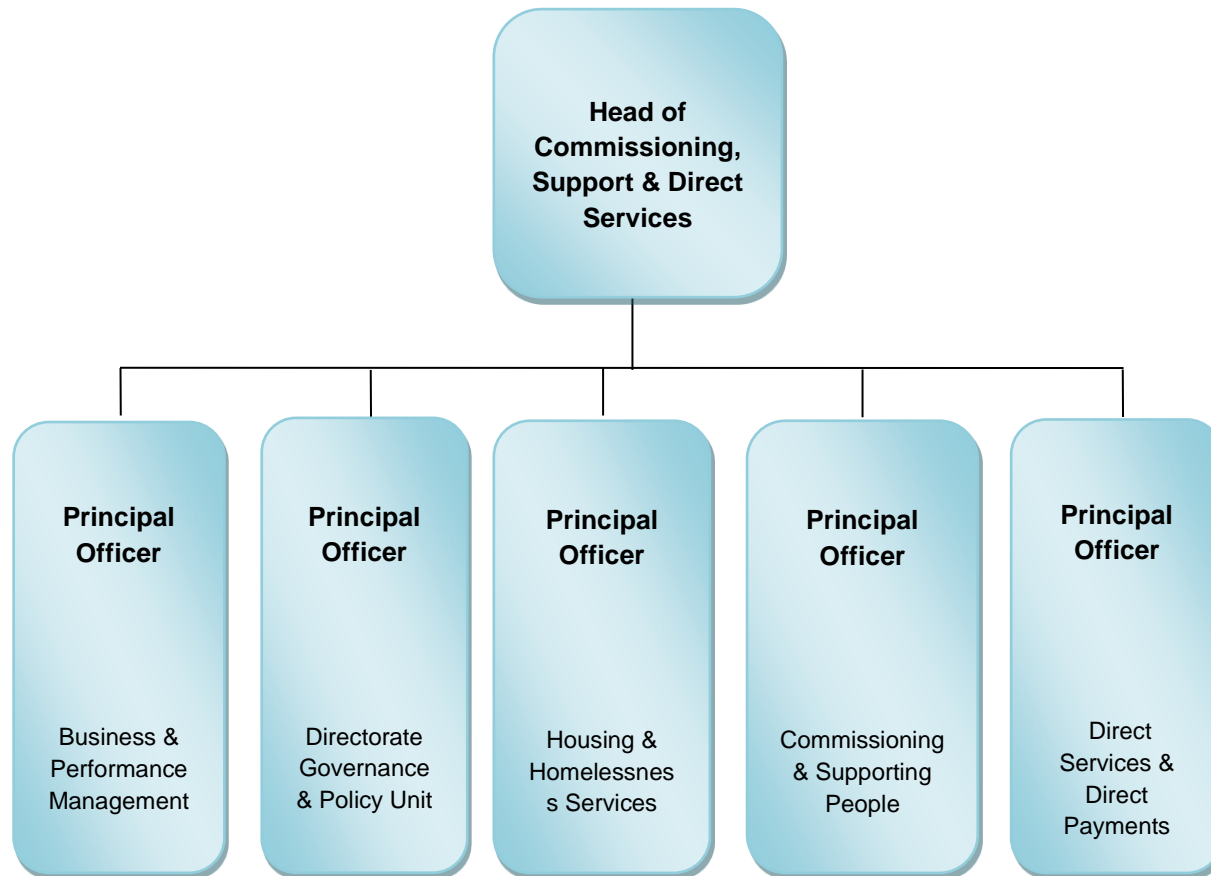
Current Management Structure

Social Work Services



Current Management Structure

Commissioning, Support and Direct Services



Equality Impact Assessment Screening Form

Please ensure that you refer to the Draft Screening Form Guidance while completing this form. If you would like further guidance please contact Corporate Strategy or your directorate Heads of Service Equality Group Champion.

Section 1

What service area and directorate are you from?

Service Area: Adults, Children and Young People, commissioning, Support and Direct Services

Directorate: Social Services, Health and Housing

Q1(a) What are you screening for relevance?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(b) Please name and describe below

Redesign of Senior Management arrangements for the Social Services, Health and Housing Directorate.

Q2(a) What does Q1a relate to?

Direct front line
service delivery

(H)

Indirect front line
service delivery

x (M)

Indirect back room
service delivery

(L)

(b) Do your customers/clients access this service...?

Because they
need to

X (H)

Because they
want to

(M)

Because it is
automatically provided to
everyone in NPT

(M)

On an internal
basis
i.e. Staff

(L)

Q3 What is the potential impact on the following protected characteristics?

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Marriage & civil partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Religion or belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Welsh language	<input checked="" type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>

Q4(a) How visible is this service/function/policy/procedure/ project/strategy to the general public?

High visibility to general public

X(H)

Medium visibility to general public

(M)

Low visibility to general public

(L)

(b) What is the potential risk to the council's reputation? (Consider the following impacts – legal, financial, political, media, public perception etc...)

High risk to reputation

(H)

Medium risk to reputation

X (M)

Low risk to reputation

(L)

Q5 How did you score?

Please tick the relevant box

MOSTLY H and/or M → **HIGH PRIORITY** → **EIA to be completed**
Please go to Section 2

MOSTLY L → **LOW PRIORITY / NOT RELEVANT** → **Do not complete EIA**
Please go to Q6 followed by Section 2

Q6 If after completing the EIA screening process you determine that this service/function/policy/project is not relevant for an EIA you must provide adequate explanation below (Please use additional pages if necessary).

A Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this service/function does not require an Equality Impact Assessment as the impacts of the proposed changes to the Senior Management Structure of the Social Services, Health and Housing Directorate affect internal reporting lines only.

The proposed changes affect management reporting lines at senior level and have limited impacts on direct front line services offered, therefore the above assessments and scoring was identified as low risk to the public/customers of the authority because this group is likely to be affected by the initiative in a small way. Current services offered within the directorate will remain unchanged as a result of the adoption of the redesign proposal.

Section 2

Screener- This to be completed by the person responsible for completing this screening
Name: Karen Holt
Location: HR Manager, The Quays
Telephone Number: 01639 763406
Date: 28/02/18
Approval by Head of Service
Name:
Position:
Date:

Please ensure this completed form is filed appropriately within your directorate because it may be required as evidence should a legal challenge be made regarding compliance with the Equality Act 2010.

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

3RD APRIL 2018

Report of the Head of Human Resources – Sheenagh Rees

Matter for Decision

Wards Affected:

All wards

VOLUNTARY REDUNDANCY (VR) SCHEME UPDATE REPORT

1. Purpose of Report

1.1 The purpose of this report is to provide Members with a final outcome report in relation to the VR Scheme launched in October 2017.

2. Background information

2.1 The Scheme was launched on 6th November 2017 with a closing date of 24th November 2017 for receipt of expressions of interest to leave the Council's employment by no later than 31st March 2018.

2.2 The Scheme was launched by letter from the Chief Executive sent via email to those employees with a Council email address, and via hard copy letter distributed by line managers to those without a Council email address.

2.3 Expressing interest could be done via the click of a button on the intranet which loaded the expression of interest directly into the 'VR database'. For those employees who received hard copy letters, they could simply sign the back of the letter, return it to the HR team and the expression of interest loaded directly into the database.

2.4 Whilst administering the Scheme remains an intensive piece of work for the HR and payroll teams, the ability to manage the process via the VR database developed and supported by the ICT Division has removed significant bureaucracy from this process.

2.5 Notification to the Insolvency Service of the proposed redundancies was made on 31st October 2017, as required under the Trade Union and Labour Relations (Consolidation) Act 1992.

2.5 **253** employees expressed interest under this Scheme. A breakdown of expressions of interest received within each Service is set out in **Appendix 1**. This table also sets out the final position of each expression of interest, e.g. ‘withdrawn by employee’, ‘rejected by Head of Service’, ‘contractual agreement’, etc.

3. VR Leavers

3.1 11 employees have left the Council’s employment under this Scheme. The table below sets out the job titles of all leavers under this Scheme. This information relates to VR leavers under the November 2017 Scheme only.

<u>Head of Service</u>	<u>Grade</u>	<u>Post Title</u>
Engineering and Transport	Gr02	School Crossing Patrol Officer
Commissioning, Support & Direct Services	Gr03	Business Support Officer
Participation	Gr04	Senior Library Asst - Stock Dev
Engineering and Transport	Gr05	Technical Support Assistant
Streetcare Services	Gr05	Parks Technician
Financial Services	Gr06	Interim Council Tax Team Leader (*)
Commissioning, Support & Direct Services	Gr07	Supporting People Gateway Officer (*)
Engineering and Transport	Gr07	Workshop Team Leader
Planning & Public Protection	Gr07	Planning Enforcement Officer (*)
Participation	Gr08	Sales And Admin Officer
Streetcare Services	Gr09	Senior Supervisor Streetcare

3.2 Three of the VR leavers set out above (*) left under a ‘bumped redundancy’ arrangement, i.e. another employee in the Council was bumped into the job vacated by the VR leaver in order to either avoid their compulsory redundancy or to enable a job in the structure to be deleted and work re-organised.

3.3 At Personnel Committee on 27th November 2017, Members delegated authority to each Corporate Director, in consultation with the Leader, relevant Cabinet Member and Head of Human Resources, to make the necessary decisions in relation to changes to jobs, organisational structures and / or working practices to facilitate the release of employees under the VR Scheme. Heads of Service will confirm all decisions and actions taken in a composite report to Personnel Committee in June 2017.

4. Equality impact

4.1 A full equality impact assessment of the VR Scheme is attached as Appendix 1 and will be shared and discussed with trade unions.

5. Head of Service Workforce Planning Group

- 5.1 The Head of Service (HOS) Workforce Planning Group, chaired by the Director of Environment, and attended by cross Directorate Head of Service representatives, the Head of HR, the Principal HR Manager and the Chair of the Joint Trade Unions, has met regularly throughout the operation of the VR Scheme.
- 5.2 This Group has supported the dissemination of advice and guidance in relation to the VR Scheme and measures to avoid compulsory redundancy, considered Directorate requests to advertise jobs on the external jobs market and supported cross Directorate redeployment / bumped redundancies. The Group has also played a valuable role in providing a forum for discussing any trade union concerns and resolving these at an early stage.
- 5.3 The recruitment restrictions approved by Members as part of the 2013 Collective Agreement still apply, so the HOS Workforce Planning Group will continue to meet to consider any requests to advertise vacancies externally. The Group will also support continued measures to support employees at risk of redundancy.

6. Financial Impact

- 6.1 The financial impact of the Scheme, the costs of voluntary redundancy packages, the savings resulting from deleted posts, and any additional costs from job re-gradings required as a result of, for example, the re-distribution of work or responsibilities, will be set out in the 'VR Composite Report' to be presented to Personnel Committee in June 2018.

7. Workforce Impacts

The workforce impacts associated with this report are shown above in paragraph 3.1. A further detailed report in relation to these will be brought to this Committee in June 2018.

8. Legal Impacts

There are no legal impacts associated with this report.

9. Risk Management

There are no risks associated with this report.

10. **Consultation**

There is no requirement under the Constitution for external consultation on this item.

11. **Recommendations**

It is **RECOMMENDED** that this report be **NOTED**.

FOR INFORMATION

12. **Appendices**

Appendix 1 – Expressions of Interest by Head of Service

Appendix 2 – Equality Impact Assessment

13. **List of Background Papers**

None

14. **Officer Contact**

Sheenagh Rees, Head of Human Resources

E-mail s.rees5@npt.gov.uk

Telephone 01639 763315

Diane Hopkins, Principal HR Manager

E-mail: d.b.hopkins@npt.gov.uk

Telephone 01639 763012

Progress by Head of Service as at March 31, 2018

DIVISION	EOI RECEIVED	NO ACTION	EOI REJECTED BY HOS	EOI WITHDRAWN BY EMPLOYEE	VR ESTIMATE BEING PREPARED	INFORMAL OFFER MADE	SEEKING BUMP	FORMAL OFFER STAGE	CONTRACTUAL AGREEMENT
CORPORATE STRATEGY AND DEMOCRATIC SERVICES	1	0	1	0	0	0	0	0	0
HUMAN RESOURCES	2	0	2	0	0	0	0	0	0
PARTICIPATION	47	0	45	0	0	0	0	0	2
TRANSFORMATION	7	0	7	0	0	0	0	0	0
ENGINEERING AND TRANSPORT	8	0	5	0	0	0	0	0	3
PLANNING & PUBLIC PROTECTION	6	0	5	0	0	0	0	0	1
PROPERTY AND REGENERATION	20	0	20	0	0	0	0	0	0
SOUTH WALES TRUNK ROAD AGENCY	12	0	12	0	0	0	0	0	0
STREETCARE SERVICES	48	0	46	0	0	0	0	0	2
FINANCIAL SERVICES	11	0	9	1	0	0	0	0	1
ICT	2	0	2	0	0	0	0	0	0
LEGAL SERVICES	6	0	6	0	0	0	0	0	0
COMMISSIONING, SUPPORT & DIRECT SERVICES	55	0	50	3	0	0	0	0	2
SOCIAL WORK SERVICES	23	0	23	0	0	0	0	0	0
WESTERN BAY	5	0	5	0	0	0	0	0	0
Totals	253	0	238	4	0	0	0	0	11

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<u>Division</u>	<u>Gender</u>		<u>Disabled</u>		<u>BME</u>	
	<u>FEMALE</u>	<u>MALE</u>	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
CORPORATE STRATEGY AND DEMOCRATIC SERVICES HUMAN RESOURCES						
FINANCIAL SERVICES ICT LEGAL SERVICES	1			1		1
ADULTS COMMUNITY CARE SERVICES CHILDREN AND YOUNG PEOPLE SERVICES COMMISSIONING, SUPPORT & DIRECT SERVICES	1	1		2		2
PARTICIPATION TRANSFORMATION	2			2		2
ENGINEERING AND TRANSPORT PLANNING & PUBLIC PROTECTION PROPERTY AND REGENERATION STREETCARE SERVICES SOUTH WALES TRUNK ROAD AGENCY	2	1		3		3
		1		1		1
		2		2		2
Grand Total	6	5		11	0	11

Age Bands			Grade								Total
40-49	50-59	60-65	GR02	GR03	GR04	GR05	GR06	GR07	GR08	GR09	
	1						1				1
1		1		1				1			2
	2				1				1		2
1	2		1			1		1			3
	1							1			1
		2				1				1	2
2	6	3	1	1	1	2	1	3	1	1	11

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