



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

6th January 2021

Report of the Chief Executive

Matter for Decision

Wards Affected:

None

Report Title: Senior Management Arrangements

Purpose of the Report:

To seek the authority of the Personnel Committee to implement a revised senior management structure, re-assigning certain duties and responsibilities that are currently located in the role of Assistant Chief Executive and Chief Digital Officer.

Background:

Following my appointment to the role of Chief Executive, it is necessary to consider how the duties and functions of my former role will be discharged.

I have considered whether to recruit to the role as currently defined, or to make alternative management arrangements. I have decided against maintaining the current role and this report therefore sets out

my proposals for re-assigning the associated duties and responsibilities.

Proposals

Further to my appointment to the role of Chief Executive, it is necessary to make arrangements for the duties and responsibilities located in my former role of Assistant Chief Executive and Chief Digital Officer to be undertaken.

In making my proposals I have reflected that the Council is operating a time of unprecedented uncertainty. Since March 2020 when the Council moved into emergency response mode to deal with the impact of the Coronavirus pandemic, there have been continuous changes made to the range and pattern of services provided to our communities. As well as introducing significant innovation in the way we have adapted our service delivery, we have also seen a shift in the culture of the organisation.

In 2021 we will need to continue to plan for recovery from this emergency. In moving the Council forward, we will need to ensure we reflect carefully on the learning we have collectively undertaken over since March 2020 and use that learning to inform the way in which we move forward.

It is important that the senior management team is configured appropriately to provide the leadership that will be needed. Accordingly, I do not propose to maintain the role of Assistant Chief Executive and Chief Digital Officer. I propose instead that the post be deleted and a new post of Chief Digital Officer be created at Head of Service level, reporting to the Director of Finance and Corporate Services, to expand and increase the pace of change through the adoption of digital, data and technological innovations. The post holder will also provide leadership and management oversight of the Digital Services Division.

I also propose that certain functions will transfer into the Director of Finance and Corporate Services portfolio:

- Chair of the Corporate Governance Group – maintaining oversight of the preparation of the Annual Governance Statement and related activities;
- Senior Information Risk Owner
- Income Generation – with the Head of Finance portfolio being expanded to incorporate responsibility for developing the Council’s strategy in relation to this area of work.

I further propose that:

Human and Organisational Development

That the line management of the Head of Human Resources be amended with the post reporting directly to the Chief Executive. The portfolio of the Head of Human Resources also be expanded to include the functions of:

- The Executive Office (Chief Executive, Cabinet and Mayoral support)
- Corporate Communications and Marketing
- Corporate Policy

The post to be re-designated Head of Human and Organisational Development.

Legal and Democratic Services

That the line management of the Head of Legal Services be amended with the post reporting directly to the Chief Executive.

The portfolio of the Head of Legal Services also be expanded to include the functions of:

- Democratic Services
- Electoral Services

The post to be re-designated Head of Legal and Democratic Services.

Community Safety

I propose in the first instance that the line management of this function sit with the Head of Participation in the Education, Leisure and Lifelong Learning Directorate. It is my intention to undertake further work in early 2021 to refocus a range of activities to support the work the Council will need to do to re-set its relationship with its communities, in particularly drawing on the lessons learned from the NPT Safe and Well programme and the early thinking being undertaken in the Member Panel and the Public Services Board. This initial change will ensure that the important work being done through the Community Safety Partnership and NPT Safe and Well has chief officer direction and support in the short term.

A schematic is attached, summarising the changes being proposed at this time (Appendix 1). I propose to conduct a further review of management portfolios in early 2021 to ensure the Council's corporate leadership team is strongly placed to provide the professional leadership needed to support the Council's recovery from the pandemic.

Financial Impacts:

There will be a financial saving associated with these proposals as set out below:

Asst C/Exec post – top of scale inc oncost (21/22 Est)	£144,196
HoS post top of scale inc oncost (21/22 Est)	£119,891
Diff	£24,305

Valleys Communities Impacts:

There are no specific valleys impacts arising from this report.

Workforce Impacts:

The officers impacted by these proposals have been consulted and have indicated their support to the proposals. It is proposed that these changes are implemented immediately following the meeting of the Personnel Committee.

Legal Impacts:

The Assistant Chief Executive and Chief Digital Officer was also the Council's Head of Democratic Services – a statutory office appointed by Council. The Local Government (Wales) Measure 2011 precludes the Head of Paid Service from also fulfilling the role of Head of Democratic Services. The statutory office will need to be considered by the Democratic Services Committee in due course and advice will then be provided to Council by that Committee.

Risk Management Impacts:

Without appropriate senior management arrangements, the Council runs the risk of a range of statutory duties not being effectively discharged with attendant reputational, operational, strategic and financial consequences.

Recommendations:

1. The post of Assistant Chief Executive and Chief Digital Officer is deleted.
2. A new post at head of service grade be created of Chief Digital Officer, reporting directly to the Director of Finance and Corporate Services.
3. The Chief Executive, in consultation with the Leader and Cabinet Member for Equalities and Corporate Services be authorised to prepare a suitable job description and person specification for the role of Chief Digital Officer and to initiate the processes necessary to recruit a suitable person to the role.
4. Line management of the Digital Services Division be incorporated into the portfolio of the Chief Digital Officer.
5. The responsibility for developing the Council's Income Generation Strategy be vested in the role of the Head of Finance. Line management of the Commercial Co-ordinator be transferred to the Head of Finance. The Head of Finance to also be responsible for chairing the Capital Programme Steering Group and reporting to the Corporate Directors' Group on capital programme matters.
6. The portfolio of the Director of Finance and Corporate Services be amended to include responsibility for chairing the Corporate Governance Group, overseeing the preparation of the Annual Governance Statement and associated activities; and to incorporate the responsibilities of the Senior Information Risk Owner.

7. The role of the Strategic Manager Policy and Democratic Services be revised to remove responsibility for Democratic Services and Electoral Services and to increase the level of responsibility vested in the role for the residual functions. The post to be re-designated Strategic Manager Policy and Executive Support.
8. The Head of Human Resources be re-designated Head of Human and Organisational Development, reporting directly to the Chief Executive. The role to include the current responsibilities of the Head of Human Resources but also to include line management of the Strategic Manager Policy and Executive Support
9. The Head of Legal Services be re-designated Head of Legal and Democratic Services, reporting directly to the Chief Executive. The role to include the current functions of the Head of Legal Services but expanded to include line management of the Electoral Services Manager and the Democratic Services Manager.
10. The line management of the Strategic Manager Partnerships and Community Cohesion be changed with the post and associated workforce/portfolio reporting directly to the Head of Participation.

Reasons for Proposed Decision:

To ensure an effective senior management structure within the Council consequent upon the appointment of the former Assistant Chief Executive and Chief Digital Officer to the role of Chief Executive.

Implementation of Decision:

The decision is proposed for implementation after the three day call in period

Appendices:

Appendix 1 – Schematic depicting proposed senior management arrangements

Officer Contact:

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