



**Report of: Chief Officer Strategy & Improvement**

**Report to: Director Resources & Housing**

**Date: December 2020**

**Subject: Senior changes in Strategy and Improvement**

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Summary**

**1. Main issues**

- This report sets out a proposal for some reconfiguration of the leadership arrangements for Strategy and Improvement as a consequence of some ELI decisions. It affords an opportunity for further alignment of related services areas, some development opportunities and some shifts in responsibility.
- The Head of Communications and Marketing (60%) and the Principal Manager for Resilience and Emergencies (PO6) requested severance/ELI and so a decision has been made to enable them to exit the organisation given the savings that are required. However, neither post lend themselves to a straightforward deletion, but nor do the posts need to be completely replaced. This report outlines a proposal to allow the posts to be deleted whilst also retaining business continuity.
- When this report was written, the JDs were being submitted for job evaluation. Since then all posts have been evaluated at the level initially assessed, with references as follows: Head of Comms and Head of Corporate Support reference 415; Corporate Support Policy Support Officer matched Profile PRO05. This indicates a grade of PO4 or PO5. File Ref 21H62 JE Ref PRO05, with the Resilience Emergencies Officer matched Profile PRO05. This indicates a grade of PO4 or PO5. File Ref21H63 JE Ref PRO05
- The Head of Business Planning and Risk post will also be transferring to Finance given the work being done by that post-holder on the council savings programme. This is the subject of a separate report, but it is important to capture the savings

within the context of this report and the broader savings target, especially in Intelligence and Policy.

- Timings on all of this are gradual, but rapid, the Principal RET Officer left at the beginning of November, the Head of Comms and Marketing leaves early January. The work has been done in line with the cross council approach.

## **2. Best Council Plan implications** (see the [latest version of the Best Council Plan](#))

- The proposal set out in this report will support the delivery of financial savings and provide additional skills and expertise to deliver some business continuity for the significant priorities of communications and emergency planning, both crucial during the current pandemic.

## **3. Resource implications**

- Significant savings can be made from the post deletions, although a small amount of the savings is required to ensure business continuity given the profile of those functions and the current pandemic etc. The total is about £170k of staff savings in the 21-22 budget.

## **Recommendations**

The Director of Resources & Housing is recommended to approve the deletion of two posts (Head of Communications and Marketing post – temporarily - and Emergency Planning Manager), the arrangements set out below for covering the posts, and that the service retains a very small amount of funding required to support the proposed arrangements to ensure business continuity. This includes (with JDs and manager checklists in relevant annexes):

- a regrade for the principal officer in CXs unit, backdated to the relevant ELI date (annex 1);
- continued temporary honoraria for the shared cover for communications and marketing functions, backdated to the relevant ELI date (annex 2);
- two temporary honoraria posts in CXs office to provide management support for functions to make the organisational design principles work (annex 3 & 4);
- also, that the post/postholder of Head of Business Planning and Risk transfers to Finance, but that the savings are attributed to Strategy and Improvement as agreed with the CO Finance.

## **1. Purpose of this report**

- 1.1 This report sets out a proposal for some reconfiguration of the leadership arrangements for Strategy and Improvement as a consequence of some ELI decisions. It affords an opportunity for further alignment of related services areas to improve performance and some shifts in responsibility to help with integration. It affords some development opportunities for people. Timetable and approach to making these changes complies with the corporate guidance on timing and approach to short and medium term changes.

## **2. Background information**

- 2.1 The Council continues to face a significant financial challenge. For 21 / 22 the projected budget gap is £118.8m. In response to this challenge the Council has established a 'financial challenge' programme of service reviews to identify and deliver savings, across the council and at local service level, to contribute towards bridging the financial gap.
- 2.2 At service level reviews are taking place to identify new ways of working to streamline and deliver more efficient service delivery. This includes reviewing establishment structures with the potential for reducing the workforce via voluntary means in the first instance to deliver budget savings.

### **3. Main issues**

- 3.1 This report sets out a proposal for some reconfiguration of the leadership arrangements for Strategy and Improvement as a consequence of some ELI decisions. It affords an opportunity for further alignment of related services areas, some development opportunities and some shifts in responsibility.
- 3.2 The Head of Communications and Marketing (DIR60%) and the Principal Manager for Resilience and Emergencies (PO6) have requested severance/ELI and so a decision has been made to enable them to exit the organisation given the savings that are required. However, neither post lend themselves to a straightforward deletion, but nor do the posts need to be completely replaced. Principal RET manager left early November and Head of Comms leaves early January.

#### **Head of Communications and Marketing**

- 3.3 The Head of Communications had an extended period of sickness during 2019-2020, during which time there was a temporary arrangement for two PO6 postholders to receive an honorarium payment to DIR45% to share the leadership responsibilities (alongside fulfilling their PO6 business partner role). These posts were filled by competitive internal recruitment. Each role took a particular focus to cover the head of comms role, with one being about the leadership for media aspects and one for the marketing aspects plus team budgets etc and both sharing the line management functions of the PO6 team. This arrangement has worked very well for the team, the senior leadership of the council, members and directorates. During this period, it has been clear that having only one JNC post for the size of the communications team wasn't enough and that the leadership span of control (10 direct PO6 reports) was too many and outside the organisational design principles. Discussions had suggested that once the Head of Communications and Marketing was back full time that it would be wise and effective to continue with the additional JNC capacity to help support the team with their role and provide the leadership required for the function.
- 3.4 Options for covering the Head of Communications and Marketing post have been considered, including: recruiting a new Head of Communications and Marketing and firming up the additional JNC arrangements; not replace the JNC60% leadership capacity at all; or continue with some temporary arrangements for a time limited period to allow a period of consolidation for the team and to be clear of some of the significant additional pressures that Covid is causing for this team.
- 3.5 After careful consideration of the options for covering the Head of Comms post, including consultation with relevant members of CLT and of Cabinet, it is agreed

that we extend the period of acting up for a further 6-12 months, and increase the honorarium to 52.5%, to cover the leadership of communications and marketing. The budget responsibility for these posts is more than £1.3m direct and about £1.5m indirect on comms programme spend. Whilst a shared JNC45% honoraria seemed appropriate for a period of sickness cover, which wasn't expected to last so long, it doesn't seem sufficient for a more sustainable period for the full leadership responsibilities looking at benchmarking of other core cities, some of whom have a director of comms role. This approach affords stability for the team and the council during a challenging time and provides further personal development opportunities for key people to cover the role for a further period. Recruiting to such a key position would take considerable senior capacity and investment, that isn't available whilst the additional pressures of Covid are really significant. Whilst there is detail to work through in terms of roles and responsibilities, it is important to note that these are honoraria from PO6 and those roles are not being filled so this is only marginal additional capacity. The saving is the bulk of a 60% post minus what is required to cover the acting ups. The two JNC 52.5% posts would report to the Chief Officer Strategy and Improvement, working alongside other related functions of intelligence and Head of Corporate Support. These arrangements will be reviewed in 6-9 months to reconsider permanent arrangements. It is proposed that the Head of Comms post isn't deleted from the structure to leave the option open for recruitment in the future, albeit largely unfunded.

### **Principal Emergency Planning manager/Head of Corporate Support**

- 3.6 The Principal Manager for Resilience and Emergencies is a key role for the council, including connections into the broader WY context through the LRF arrangements. Increasingly in recent years it has had stronger connections to the chief executive's (CXs) office, given the profile of major events as well as recovery from incidents and planning for London Bridge. It is therefore recommended that the RET report to the Principal Officer in the CXs Office.
- 3.7 In recent years this role in CXs has taken on additional responsibility for a range of issues, e.g. London Bridge, supporting the CX on staff comms, key relationship links with Whitehall, dealing with the most difficult complaints and a range of sensitive issues across a broad spectrum of policy themes, but without recognition in terms of grading. During Coronavirus, there was a temporary acting-up to help cover the chief officer's time on NHS Test and Trace, recognising the level of work being done and the responsibility and functions of the post covering a range of important issues for the chief executive. It is proposed that taking on the RET responsibilities means that the CXs Office PO6 should be regraded to 45% in order to take on the significant new additional responsibilities. The budget responsibility for this post is almost £2m. A JD for a Head of Corporate Support is in the annex and is being evaluated prior to formal implementation.
- 3.8 This change results in a saving of a PO6, as the small amounts required for honoraria can be found from existing budgets. It offers development opportunities and the recruitment would be done in line with good recruitment practice including interview with someone from another service.

### **Temporary positions to make the new arrangements work**

3.9 A further recommended change considered important to make these arrangements work is two honoraria opportunities reporting to the Head of Corporate Support, one to provide the operational management of the EPOs and one to provide the day to day management of the project officers in CXs. The Head of Corporate Support role will be too thinly spread if it is directly managing all the officers across both teams that are being brought together and dealing with all the operational issues. It is proposed that these are filled through competitive recruitment to present development opportunities for colleagues. The existing and planned JDs and manager checklists are attached at annexes 3 and 4, and are being evaluated to illustrate the difference between the roles, in particular the management responsibilities. These roles would be reviewed after a period of 6-9 months to evaluate effectiveness and alternative options/arrangements once the functions are bedded in.

## **4. Corporate considerations**

### **4.1 Consultation and engagement**

- 4.1.1 Discussion have taken place with relevant colleagues about the proposed direction at the time of the ELI business case, including the Director, Chief Executive and Executive Member.
- 4.1.2 Engagement took place with the Trade Unions on the full range of these proposals at meetings on 12<sup>th</sup> and 19<sup>th</sup> January 2021, with representatives from UNISON, UNITE and GMB attending.
- 4.1.3 The initial meeting outlined the proposals. The DDR was shared, as well as financial information and before/after structure charts to illustrate the changes.
- 4.1.4 A number of queries from the Trade Union representatives were answered, and they agreed to the changes being proposed recognising the balance between ELI/saving money and business continuity as well as some development opportunities for some members.

### **4.2 Equality and diversity / cohesion and integration**

- 4.2.1 Due regard has been given to equality, inclusion and diversity and no major issues have been identified. It is not possible to be definitive about the impact because there will be a recruitment process for the temporary opportunities.

### **4.3 Council policies and the Best Council Plan**

- 4.3.1 The proposal set out in this report will support the delivery of financial savings and provide business continuity for key service areas of communications and emergency planning.

#### Climate Emergency

- 4.3.2 There are no specific implications for the Climate Emergency arising from the proposal set out in this report.

### **4.4 Resources, procurement and value for money**

- The changes to the head of communications and marketing and the principal manager for resilience and emergencies posts create savings, but with alternative arrangements being put in place to ensure business continuity. The total is about £170k of staff savings in the 21-22 budget.

#### **4.5 Legal implications, access to information, and call-in**

4.5.1 Not applicable.

#### **4.6 Risk management**

4.6.1 This proposals enables the delivery of budget savings across Strategy & Improvement, to be delivered via voluntary means without the need to consider compulsory measures. The acting up and regrade arrangements offer both development opportunities and appropriate recognition to officers in key roles. Without these, it would have been difficult to agree the ELI business cases.

### **5. Recommendations**

The Director of Resources & Housing is recommended to approve the deletion of two posts (Head of Communications and Marketing post – temporarily - and Emergency Planning Manager), the arrangements set out below for covering the posts, and that the service retains a very small amount of funding required to support the proposed arrangements to ensure business continuity. This includes (with JDs and manager checklists in relevant annexes):

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- also, that the post/postholder of Head of Business Planning and Risk transfers to Finance, but that the savings are attributed to Strategy and Improvement as agreed with the CO Finance.

### **6. Background documents<sup>1</sup>**

6.1 Not applicable

### **7. Appendices – JDs and Manager checklists as follows:**

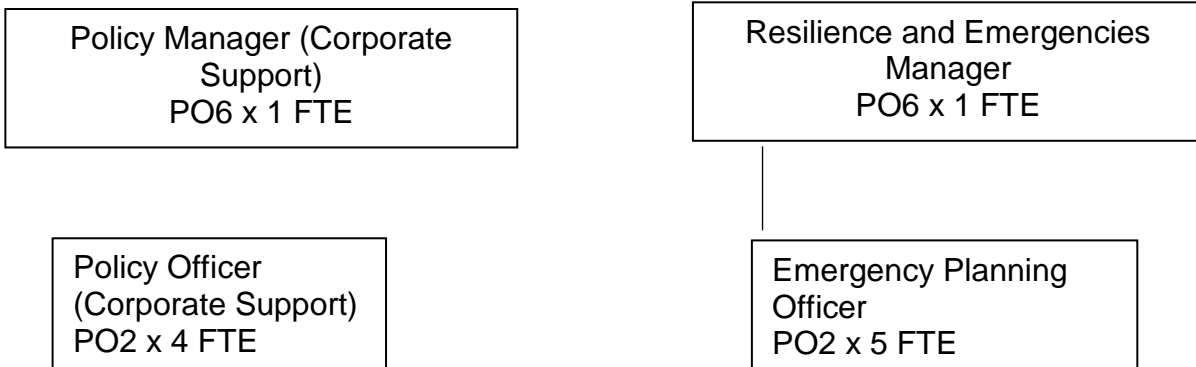
Annex 1	Head of Corporate Support
Annex 2	Interim Heads of Communications and Marketing
Annex 3	Additional PO4 honorarium duties for Resilience Emergencies Officer
Annex 4	Additional PO4 honorarium duties for Policy Officer

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<sup>1</sup> The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

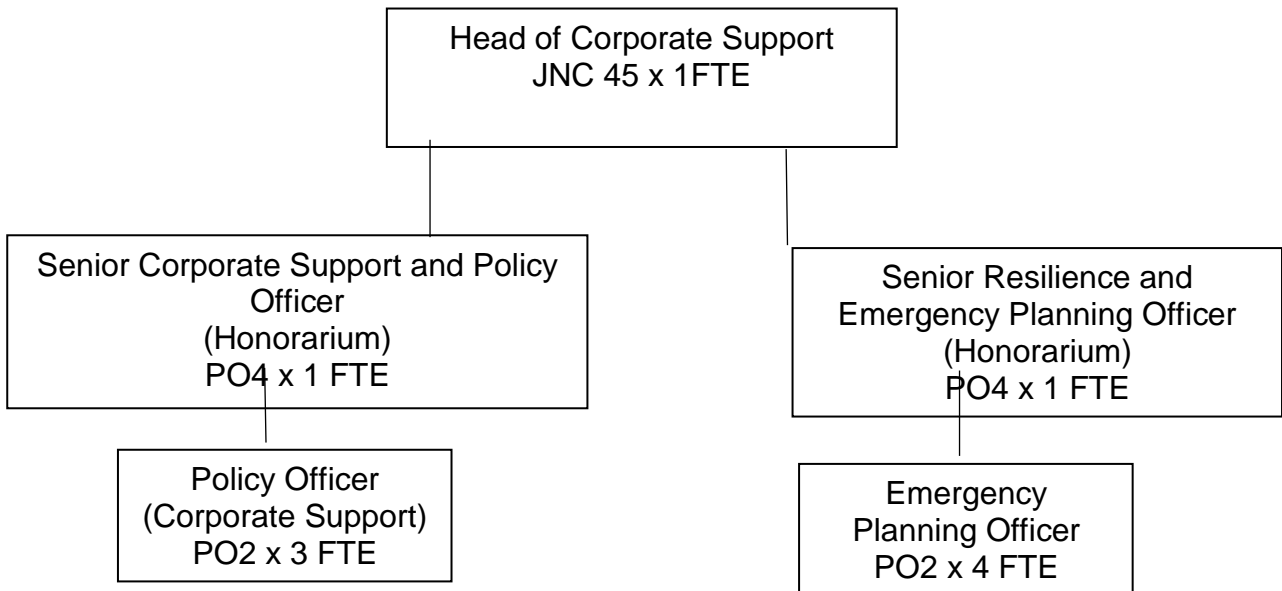
**Chief Executive's Office and Resilience and Emergencies Team**

**Structure before changes (2 x PO6, 9 x PO2)**



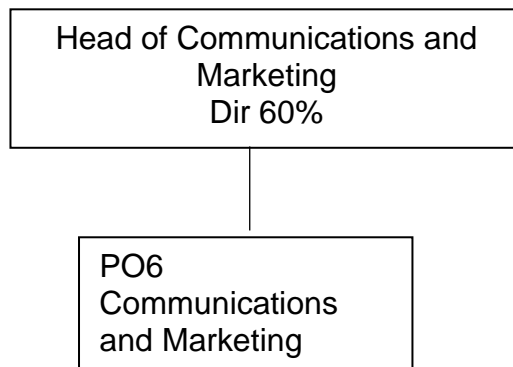
**Proposed structure (1 x 45%,**

**2 x PO4, 7 x PO2)**



## Communications and Marketing Team

**Structure before changes** (1 x 60%, 10 x PO6, plus PO2/SO2/C3 staying static)



**Proposed structure** (2 x 52%, 7 x PO6, plus PO2/SO2/C3 staying static, including 1 x Dir60% ELI & 1 x PO6 ELI)

