

REPORT OF THE CHIEF EXECUTIVE

**SUBJECT:
CHANGE MANAGEMENT STRATEGY**

Purpose of Report

This paper seeks to clarify at what level in the organisation decisions relating to changes in personnel and ways of working are made.

Introduction/Background

Over the next few years the National Park Authority (NPA) will be faced with significant financial pressure, which will lead to a need to make changes to the way the organisation is run and how its staff are deployed.

To make best use of available resources there will be a requirement for us to change the way we work and give consideration to joint working with other organisations, outsourcing some work, taking on additional roles and changing the structure of the organisation.

While we will prioritise income generation and cutting the cost of our work, there is also the possibility that we may need to consider both voluntary and non-voluntary redundancy, early retirement and efficiency retirements and there may be a need to transfer staff in or out of the organisation as a result of joint working agreements.

Members are responsible for setting the strategic direction of the Authority and for the allocation of resources. Key roles to achieve this include agreeing the Corporate Strategy and the annual budget. Within this framework, staff – under the direction of the Chief Executive – are responsible for running the organisation.

The pace of decision-making and change needs to be quick. We need to develop a process which builds in flexibility and speed. We need to have robust and effective decision making, while maintaining our key values. An element of this is clarity of who has responsibility for making decisions. There is also the question of putting in place effective arrangements dealing with engagements and consultation with staff and possibly trade unions where the need arises.

All NPA meetings are public meetings. However, particular items may be considered in private provided a case can be made out that one of the statutory

exceptions applies. Even where the subject-matter falls within a statutory exception there is still a legal requirement to apply the public interest test. In addition Members may wish to consider the general public perception impact of the Authority meeting in private. So the decision to exclude the public should never be taken lightly.

Some joint working proposals will require negotiation with other organisations. It may weaken the opportunity for the organisation to get the best deal if views are publicly known as a result of preparing public papers for consideration by Members.

Proposal

In the interest of clarity and efficiency of decision-making it is proposed that the Authority adopt the following two level structure for decision making:

Level One – National Park Authority or its Committees

The National Park Authority or its Committees will make the following decisions:

1. Any decision to terminate or outsource a whole service;
2. The recruitment, re-deployment, redundancy, early retirement or efficiency retirement of the following – Chief Executive, Director, Section 151 Officer and Monitoring Officer. This may involve an Appointment Panel set up from Members of the NPA;
3. Any redundancy impacting on three or more members of staff;
4. Any outsourcing or joint working proposal that has an impact on three or more staff, e.g. a need to transfer staff to or from another organisation;
5. The creation of new posts, outside the existing budget of the Authority, with the exception of posts that are fully funded with specific grants.

Level Two - Chief Executive

The Chief Executive, as Head of the Paid Service, will be delegated authority by the NPA to make the following decisions:

6. Recruitment, re-deployment, early retirement or efficiency retirement of any staff not listed above;
7. Termination of specific areas of work, within existing service;
8. Any redundancy impacting on less than three members of staff (except when it involves the officers specified in (2) above);
9. Any outsourcing or joint working proposal that has an impact on less than three staff, e.g. a need to transfer staff to or from another organisation;
10. Joint working proposals not impacting on employment issues, e.g. not leading to redundancy or transfer of a member of staff;
11. Creation of new posts within the current budget of the Authority, which improve efficiency.

Financial considerations

None.

Risk considerations

This paper should reduce the risk to the organisation as there will be a clear record of where areas of responsibility rest.

Compliance

This paper should ensure that the Authority decision-making complies with good practice.

Human Rights/Equality issues

No specific issues.

Biodiversity implications/Sustainability appraisal

No specific issues.

Welsh Language statement

The strategy will be delivered in accordance with our Welsh Language Statement.

Conclusion

The paper seeks to provide clarity on where decisions regarding change to services and staff are made, to enable these to be made in a quick and effective manner.

Recommendation

Members are asked to agree the above proposal.

Background papers

None.

(For further information, please contact Tegryn Jones)

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