

Meeting of:	<b>Cabinet</b>
Date of Meeting:	<b>Thursday, 06 July 2023</b>
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Corporate Resources Directorate - Capacity & Ways of Working
Purpose of Report:	To provide Cabinet with an update on proposals to make changes within the Corporate Resources directorate following the restructure of the Strategic Leadership Team in 2022 and reflecting the future ways of working to support the Council.
Report Owner:	Executive Leader and Cabinet Member for Performance & Resources
Responsible Officer:	Director of Corporate Resources
Elected Member and Officer Consultation:	No Member consultation has been undertaken due to the nature of this report. The consultation undertaken with Council staff is described within the body of the report.
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• Following the review of the Strategic Leadership Team in 2021/22 and the appointment of a Director of Corporate Resources, this report sets out proposals to change part of the structure of the Corporate Resources Directorate (the Policy &amp; Business Transformation Service and ICT Department) to promote new ways of working within the Directorate.</li> <li>• The report sets out how these changes will introduce three new roles to the Council and that these will be met within existing resources.</li> </ul>	

## **Recommendations**

1. It is recommended that Cabinet note the contents of this report.
2. It is recommended that Cabinet endorse the proposals contained in this report.

## **Reasons for Recommendations**

1. To update Cabinet on the proposals to make changes within the Corporate Resources directorate.
2. To enable additional strategic capacity to be created to progress the Council's digital ambitions and support the Council to deliver its strategic priorities.

## **1. Background**

- 1.1 In 2021/22, Cabinet and Council considered proposals to make changes to the Council's Strategic Leadership Team. These changes involved redesignating the role of Managing Director to Chief Executive and introducing two new director posts, one of which was to take responsibility for leading the Corporate Resources Directorate.
- 1.2 Since appointment, the Director of Corporate Resources has worked alongside the Leader, Cabinet, Chief Executive, Strategic Leadership Team and Directorate Management Team to identify any changes to structures and ways of working within Corporate Resources to support the Council in delivering its priorities, ensuring excellent corporate support services are provided and enabling transformational change.
- 1.3 The report to Cabinet of 13th September, 2021 (Minute C660 refers) included within paragraph 2.25, a reference that "should any further organisational change be required, this will follow due process and will be presented to Cabinet in due course".
- 1.4 Following consideration of the structure within parts of the directorate, this report sets out for Cabinet proposals to reshape the way in which the Corporate Resources Directorate operates and how additional capacity will be introduced, with associated changes to reporting lines.

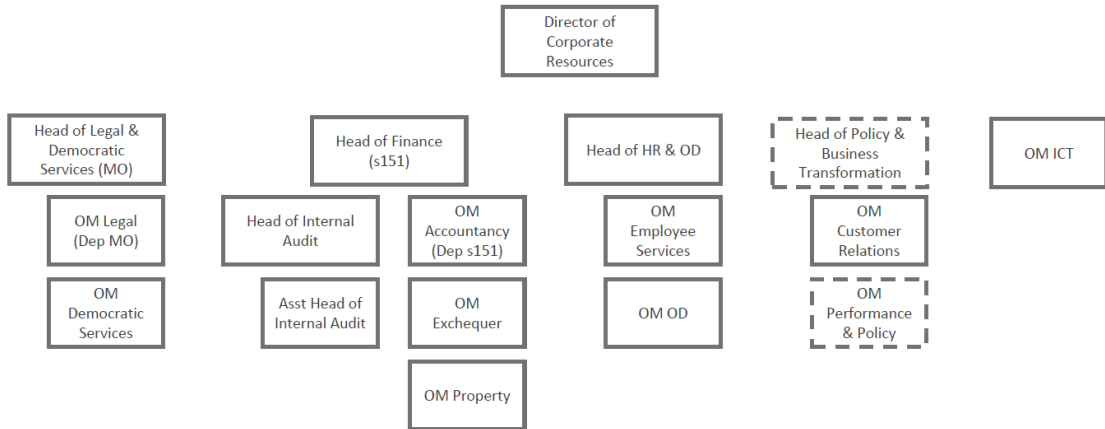
## **2. Key Issues for Consideration**

- 2.1 Corporate Resources is responsible for providing two main functions for the organisation: excellent quality support services and strategic capacity to develop and deliver the Council's long-term ambitions.
- 2.2 It is proposed that a series of changes will be made within the previous Policy & Business Transformation Service of the directorate, and also the ICT department.
- 2.3 The objective of these changes is to:

- Build capacity to deliver on key areas of activity: cost of living, Project Zero, organisational resilience and transformation (internal and external).
- Reflect the desire to develop further inter-directorate ways of working.
- Reduce the number of operational level reports to the Director.
- Recognise the importance of digital as a key enabler of change and that there is an emerging model in Digital Services, reflected in a new draft Digital Strategy.
- Develop an insight function to support data driven decision making.
- Consider the most appropriate use of vacant Chief Officer positions within the Policy & Business Transformation Service.

**2.4** The teams within scope of the proposed changes are: Business Improvement, Communications & Engagement, Corporate Performance, Customer Relations Equalities, ICT and Strategy & Partnerships.

**2.5** The current organisational structure of the directorate is as follows (with the hatched posts being vacant):

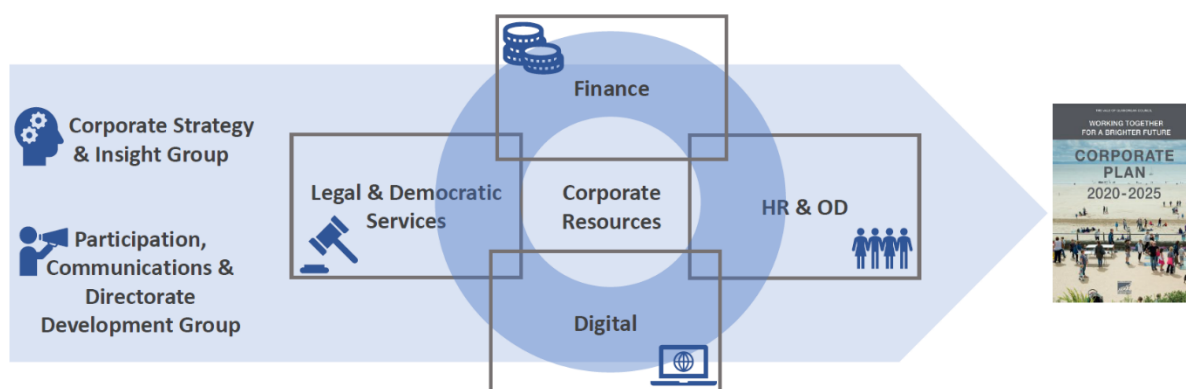


**2.6** Due to the vacant Head of Policy & Business Transformation and the vacant Operational Manager Performance and Policy roles, the reporting lines to the Director of Corporate Resources are currently as follows:



**2.7** Proposals were developed by the Director of Corporate Resources to ensure the Directorate can function as the ‘Corporate Core’ of the organisation that is focused on providing excellent support services to the organisation to manage the current, with the capacity and capability to plan for the future.

- 2.8** The proposals involve reorganising the directorate around four key service areas: HR & Organisational Development, Legal & Democratic Services, Finance & Digital. These four service areas would be empowered, informed and enabled by two new strategic advisory groups: Corporate Strategy & Insight and Participation, Communications & Directorate Development. The target operating model for the directorate will operate as follows:



- 2.9** There are no changes to the structure of the three existing service areas within the directorate. The proposals would see three new posts created (a Head of Digital, Operational Manager for Corporate Strategy & Insight and an Operational Manager for Participation, Equalities, Communications & Directorate Development).

### Digital Services

- 2.10** This new service area reflects the draft Digital Strategy, reflecting the need for a senior lead for digital for the Council. This new Head of Service will be responsible for overseeing the delivery of the digital strategy. This service area will be formed from the existing ICT, Customer Relations and Business Improvement departments/teams. No immediate changes to the team structure or any existing roles beneath the new Head of Service are proposed.
- 2.11** This proposal brings together teams with clear organisational synergies. For example, the importance of the Business Improvement team working alongside ICT and Customer Relations has been demonstrated through key projects including Oracle Fusion, Granicus Firmstep and hybrid meetings. This also reflects the emerging need for an Enterprise Architecture function within ICT and that Customer Relations are increasingly digital in their nature.
- 2.12** In approving the Council's revenue budget for 2023/24, Council awarded a cost pressure for additional directorate capacity of £120k and it is intended that this source of funding be used to cover the cost of the new Head of Digital position.

### **Strategic Advisory Group: Corporate Strategy & Insight**

**2.13** This new strategic advisory group will report to the Director and provide strategic advice to the Directorate Management Team, Strategic Leadership Team and professionally to Cabinet, Scrutiny and elected Members as appropriate. The advisory group brings together the Strategy & Partnerships and Corporate Performance Teams.

**2.14** A new Operational Manager will be responsible for the development and delivery of core organisational and partnership strategy and relationships. The focus of this role will be to develop and deliver a new approach to corporate insight, making connections with performance management, and to operationally manage the relationship with Audit Wales.

The post will be funded from the deletion of the Head of Policy & Business Transformation post (with the difference in salary costs between Head of Service and Operational Manager having contributed to the directorate savings target for 2023/24. No immediate changes to team structure or any existing roles beneath the Operational Manager are proposed.

### **Strategic Advisory Group: Participation, Equalities, Communications & Directorate Development**

**2.15** This new strategic advisory group will report to the Director and provide strategic advice to the Directorate Management Team, Strategic Leadership Team and professionally to Cabinet, Scrutiny and elected Members as appropriate. The advisory group brings together the Corporate Communications and Corporate Equalities team. New resources will also be within the remit of this strategic advisory group relating to directorate development activities. These are distinct from the work of Organisational Development in so far as they will provide project-based resource to support the initiation, management and delivery of projects associated with the transformational change agenda.

**2.16** A new Operational Manager will be responsible for leading the Corporate Communications & Consultation Team, including the delivery of the Council's Public Participation Strategy, Public Affairs and Reputation Management activity. The postholder will lead on the delivery of the Corporate Equalities agenda, including the development and delivery of Strategic Plans and to support and develop the Council's diversity networks. As noted above, this role will coordinate and manage resources to deliver development work associated with the organisational change agenda, including supporting, monitoring and reporting on high-profile programmes of work (subject to the use of reserve funding).

**2.17** The new post will be funded from the redesignation of the existing vacant Operational Manager (Policy & Performance). No immediate changes to team structure or any existing roles beneath the Operational Manager are proposed.

## **Engagement, Consultation & Communication**

- 2.18** The Director of Corporate Resources has formulated these proposals following a period of engagement with teams across the directorate since being appointed, considering the financial and strategic environment within which the Council is operating and with a focus on what is required to place the directorate and Council in a position to continue to deliver quality services for internal and external stakeholders.
- 2.19** The proposals outlined above have been discussed with the Corporate Resources Directorate Management Team. The Management Team have expressed their support for the new Head of Digital post and the ways of inter-directorate working. Feedback on the prominence and required experience with regards equalities within the draft person specification for the role of Operational Manager - Participation, Equalities, Communications & Directorate Development has been raised and adjustments to this document have been made to reflect the feedback. There will also be a need for the new strategic advisory groups to explore the relationship between these groups and the other service areas within the directorate where there are complementary activities requiring input from different areas. An example of this relates again to the equalities agenda, with the new strategic advisory group having clear links with HR & OD and a need to ensure that activity is appropriately resourced and responsibilities allocated. This is an excellent example of the target operating model that is intended, with a series of departments across the directorate working together to deliver key priorities. In response to feedback, following appointment of the new postholders, the Directorate Management Team will meet for a development event to discuss these issues and build these relationships. Any further resource implications will be considered as part of the forthcoming budget setting process, with the submission of any cost pressures as appropriate. No changes to existing budgets are proposed at this stage.
- 2.20** The proposals have been discussed with the local trades unions who have confirmed that they are fully supportive of the changes and the rationale for their introduction.
- 2.21** The proposals have been communicated to all staff within the Policy & Business Transformation Service and ICT Department and colleagues have been invited to provide feedback. No concerns have been raised by these colleagues.
- 2.22** Consultation was not formally required as there are no changes being made to existing posts. However, the Director felt that it was consistent with the Council's values to consult with those colleagues within the existing Policy & Business Transformation Service and ICT Department who are currently directly line managed by the Director. Feedback was very positive from these staff and it was a useful and worthwhile process.
- 2.23** Feedback was given on the content of the job descriptions and person specifications for the two Operational Manager Posts. For example, feedback similar to that described above was raised relating to the content of the person specification for the Operational Manager - Participation, Equalities,

Communications & Directorate Development and this document has been reviewed and adjusted to strengthen references and requirements regarding equalities. Comments were also made regarding the inclusion of specific references to individual strands of strategic activity (for example, Project Zero and Cost of Living) within the job description for the Operational Manager – Strategy & Insight and adjustments have been made to reflect this.

- 2.24** Feedback was also given regarding the proposed job titles for the Operational Managers of the two new strategic advisory groups and this feedback has been taken on board with adjustments being made. Consideration has been given to feedback regarding the ways of ensuring the two strategic advisory groups are able to work effectively with the four service areas in the directorate and this will be a key focus of the directorate development event referenced above.
- 2.25** Finally, a query was raised regarding the availability of resource to develop specific activities within the structure, for example, the corporate insight function. As noted above, any further resource implications will be considered as part of the forthcoming budget setting process, with the submission of any cost pressures as appropriate. No changes to existing budgets are proposed at this stage.

### **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** These proposals have been developed to ensure the Council is in a strong position to realise the ambitions of the Corporate Plan and Annual Delivery Plan. The Directorate is a key enabler for the delivery of the Council's wellbeing objectives and these proposals are directly linked with the capacity and capability to devise, develop and deliver the Council's strategic agenda.
- 3.2** The new directorate structure is intended to put the Council in a strong position in the longer-term, with existing resources being repurposed to provide a sustainable structure. The new operating model demonstrates an integrated approach to service delivery, with complementary areas of the organisation working together collaboratively to deliver key pieces of work. There is an increased emphasis on involvement with the introduction of the new strategic advisory group and a chief officer being responsible for making the connections between equalities and public participation.

### **4. Climate & Nature Emergency Implications**

- 4.1** The Corporate Resources directorate is responsible for key areas of Council activity, including the strategic priorities contained in the Annual Delivery Plan. The proposals set out in the report include strengthening the capacity and strategic management for these, in particular the Strategy & Insight strategic advisory group and this includes the programme management for Project Zero. In addition, digital is a key enabler of reducing the Council's carbon footprint.

## **5. Resources and Legal Considerations**

### **Financial**

- 5.1 The financial implications of these proposals are outlined in the main body of the report and will be met within existing resources, whilst contributing to the directorate's savings target for 2023/24.

### **Employment**

- 5.2 The main employment implications are outlined in the body of the report.
- 5.3 The post of Head of Service for Digital will be considered by the Council's Senior Management Appointments Committee. That Committee are scheduled to consider the approach to recruitment, shortlisting and initial officer interview arrangements at the meeting on 7th July, 2023. The post is intended to be advertised during July and August. The initial officer interview/assessment centre is indicatively scheduled for 4th September with final interviews by the Senior Management Appointments Committee being scheduled for 8th September, 2023.
- 5.4 Recruitment to the Operational Manager posts will be undertaken in line with the Council's recruitment processes. These will be advertised in July and August, with interviews indicatively scheduled for early September 2023 (7th and 11th September, 2023).

### **Legal (Including Equalities)**

- 5.5 There are no direct legal implications associated with this report. The proposals for changes to the structure as described in this report are intended to strengthen the Council's Corporate Equalities function.

## **6. Background Papers**

Cabinet, Review of SLT Structure, 13th September, 2021

[https://www.valeofglamorgan.gov.uk/Documents/ Committee%20Reports/Cabinet/2021/21-09-13/Review-of-SLT-Structure.pdf](https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2021/21-09-13/Review-of-SLT-Structure.pdf)

Council, Review of SLT Structure, 28th September, 2021

[https://www.valeofglamorgan.gov.uk/Documents/ Committee%20Reports/Council/2021/21-09-28/Ref-from-CPR-Review-of-SLT.pdf](https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Council/2021/21-09-28/Ref-from-CPR-Review-of-SLT.pdf)