

THE VALE OF GLAMORGAN COUNCIL

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE:
22ND SEPTEMBER, 2021

REFERENCE FROM CABINET: 13TH SEPTEMBER, 2021

**“C660 REVIEW OF STRATEGIC LEADERSHIP TEAM STRUCTURE
(EL/PR) (SCRUTINY – CORPORATE PERFORMANCE AND RESOURCES) –**

This item was taken at the end of the meeting. Officers were asked to leave the meeting during the discussion of this item.

The report set out the findings of the recent analysis of the Council’s senior management structure, in response to Cabinet’s decision of 12th May, 2021 to commission an external consultancy review of the structure.

The report proposed the high-level organisational structure that would be required to deliver the ambitious agenda set out in the Corporate Plan 2020-25 and set out the broad direction of travel for how the organisation would work in the future.

In particular, the report proposed the immediate structural changes required to:

- Build the senior level capacity and capability to drive the transformational changes to service delivery required in the Corporate Plan;
- Ensure appropriate operational leadership and management to maximise opportunities from the emerging national and regional agenda; and
- Develop a leadership direction that provided the basis for an organisation structure for 2022/23 and beyond that would embed the capacity and capability needed to fully implement the new operating model and deliver services as envisaged in the Corporate Plan.

The Leader requested to amend the title of the report from ‘Senior Executive Leadership Team’ to ‘Strategic Leadership Team’, as well as in the body of the report, to avoid any confusion with the Cabinet Executive body, which was agreed.

The report had been prepared by Steve James, external HR consultant from Solace, who would be presenting the report at both Corporate Performance and Resources Scrutiny Committee and Full Council meetings.

The report had some budgetary implications, but changes would be necessary in order to carry out the functions of the Authority to the best standards to remain the best performing Authority in Wales.

COVID-19 had also taken a toll on everyone in society, including Authority Officers who had worked over and above normal expectations during the pandemic in order to maintain services.

The report looked to establish a more consistent hierarchy at leadership level. Interviews would take place for the posts of Director of Corporate Resources; and Director of Place, but not for the Chief Executive as that post remained the Head of Paid Service.

The Deputy Leader looked forward to the discussions that would take place at both Corporate Performance and Resources Scrutiny Committee and Full Council. She referred to the Key Issues for Consideration within the report that discussed how the Council was productive, effective, efficient, well run and well led, but also how austerity had cut deeply since 2010. The Strategic Leadership Team had worked together and proactively throughout the pandemic, but it was recognised that this Council was ambitious for the Vale of Glamorgan as illustrated in the Corporate Plan. Commitments such as the Climate and Nature Emergency agendas needed to be managed, as well as being part of setting the regional agenda, needed to have the correct leadership structures in place.

Councillor Gray said the Coalition Administration was supportive of the proposals and looked forward to Scrutiny fully exploring the detail within the report before the full debate at Full Council. Group Leaders had already been briefed directly and there had been constructive dialogue to date.

Councillor Wilkinson was supportive of the report and said that staff had to be supported effectively after the pressures of the last eighteen months and thanked all staff for their work during the pandemic. The right structures needed to be put in place to be able to move forward and for the Council to keep improving.

Councillor King also looked forward to the rigorous debate that would take place at Scrutiny Committee. The Authority had to be able move forward to maintain performance and there was a risk of complacency as a lead performing Authority were no action to be taken to strengthen the leadership structure.

This was a matter for Executive and Full Council decision.

Cabinet, having considered the report and all the issues and implications contained therein

RESOLVED –

(1) T H A T the proposed reorganisation of the first and second tier structure, including new and changed roles, as detailed in the report be approved and recommended to a Special Full Council meeting to be held on Tuesday, 28th September, 2021.

(2) T H A T the deletion and creation of the following posts in line with the detail contained in the report and as part of the proposed structure be approved and recommends these proposals to Full Council:

- (a) Deletion of the post of Managing Director;
- (b) Creation of the post of Chief Executive;

- (c) Creation of the post of Director of Corporate Resources; and
- (d) Creation of the post of Director of Place.

(3) T H A T the proposed consultation process and implementation timetable be noted.

(4) T H A T the report and Cabinet's proposals be referred to Corporate Performance and Resources Scrutiny Committee for consideration and that any recommendations made by the Scrutiny Committee be considered at a Special Full Council meeting to be held on Tuesday, 28th September, 2021, along with the recommendations and proposals from this Cabinet meeting.

Reasons for decisions

(1) To enable Cabinet and Council to fully consider the findings of the review and the underlying business case for the recommended structural changes.

(2) To provide Cabinet and Council with the analysis to agree formal proposals for organisational change to be recommended to Council in order to deliver the Corporate Plan.

(3) To enable the Head of Human Resources and Organisational Development to begin preparations for formal staff consultation on the proposed changes, subject to Council approval.

(4) To enable the report to be considered by the Corporate Performance and Resources Scrutiny Committee to allow any comments made at that Committee to be reported to a Special meeting of Council, along with the report from Cabinet as the recommendations require a decision by Council.”