

Report to	Council
Date of meeting	14 th March 2022
Lead Member / Officer	Cllr Julian Thompson Hill / Graham H Boase
Report author	Graham H Boase
Title	Review of Senior Leadership Structure

1. What is the report about?

1.1. The Chief Executive's vision for the future strategic direction of the Council, including a proposal to restructure the Council's Senior Leadership Team (SLT).

2. What is the reason for making this report?

2.1. The restructure of SLT involves the creation of an additional Corporate Director post (i.e. Corporate Director for Support Services). The creation of a new senior management position at this level is not a decision the Chief Executive is able to make; it requires a formal Council decision.

3. What are the Recommendations?

3.1. Council approve the creation of a new Corporate Director post, i.e. Corporate Director for Support Services.

3.2. Council accept the recommendation of the Member SLT Remuneration Panel that the new post of Corporate Director for Support Services be at SLT 3 level.

4. Report details

4.1. Attached as **Appendix 1** is the Chief Executives document entitled Vision and Strategic Direction. This paper sets out my thinking about the future challenges facing the Council and how we need to adapt in order to support our

communities and continue to deliver front line services. It is designed to promote a discussion for the new Council. It also highlights the serious lack of senior management and leadership capacity we need in order to address these future challenges.

4.2. Attached as **Appendix 2** is my document entitled, A Review of the Senior Leadership Structure, which is supported by **Appendix 3** showing the current SLT structure and **Appendix 4** showing the proposed SLT structure.

4.3. **Appendix 2, 3 and 4** explain my two phased approach to restructuring SLT. The first phase, which is what this report is about, is to add an additional Corporate Director into the structure i.e. move from 2 Corporate Directors to 3 Corporate Directors. The second phase which will follow once the Corporate Directors have been appointed is to review the Heads of Service, and how they are grouped under the 3 Corporate Directors.

4.4. **Appendix 5** is a summary of the benefits to the Council and our communities by creating the new post of Corporate Director for Support Services.

4.5. **Appendix 6** is a summary of the responses received from SLT as a result of the formal consultation exercise regarding the proposed changes.

4.6. **Recommendation 3.1** above is my recommendation as Chief Executive in terms of creating the additional post of Corporate Director for Support Services.

4.7. **Recommendation 3.2** above is a recommendation from the Member SLT Remuneration Panel, Chaired by Cllr Julian Thompson Hill. This recommendation came from the meeting of the Panel on 14th February 2022. Prior to that meeting the HR Manager had submitted the Corporate Director Job Description, Portfolios and proposed SLT structure to Kornferry Hay, the Council's Independent Job Evaluators, for them to conduct an evaluation of the new Corporate Director: Support Services and to determine if the changes to the existing Director roles had an impact on their current evaluations. The outcome of the independent job evaluation was that in accordance with the Senior Leadership grading structure, the new post of Corporate Director Support Services should be based on SLT 3 (£107,374 - £110,670), and that there was no change to the 2 existing Corporate Director evaluations. This outcome was considered and supported by the Member SLT Remuneration Panel.

5. How does the decision contribute to the Corporate Priorities?

5.1. The strategic direction paper and the SLT review resulting in an additional Corporate Director post, along with the subsequent Phase II review of the Heads of Service, will best position the Council to deliver its Corporate Priorities.

6. What will it cost and how will it affect other services?

6.1. The new Corporate Director for Support Services has been graded by the Member Remuneration Panel at SLT 3 (£107,374 - £110,670).

6.2. The additional Corporate Director position, along with the associated Phase II review of Heads of Service, will greatly improve the effectiveness of the Council and will deliver significant efficiencies for the Council in the short, medium and long term.

7. What are the main conclusions of the Well-being Impact Assessment?

7.1. A Well-being Impact Assessment is not required

8. What consultations have been carried out with Scrutiny and others?

8.1. The Council's SLT have been formally consulted on the proposals. A summary of the responses received is contained in **Appendix 6**.

8.2. The Chief Executive has informally discussed the proposals with Cabinet Members.

8.3. The Chief Executive and Leader attended a meeting of the Group Leaders on 9th February 2022 in order to brief Group Leaders on the proposals, so that they in turn could brief their Groups.

8.4. The Council's Member SLT Remuneration Panel, Chaired by Cllr Julian Thompson Hill met on 14th February 2022. The Panel was briefed by the Chief Executive on the strategic direction paper and proposed 2 phased approach to the restructure of SLT. The HR Manager briefed the Panel on the independent assessment of the grading of the proposed new Corporate Director for Support Services post.

9. Chief Finance Officer Statement

9.1. There is unlikely to be an impact on the budget for 2022/23 as the part year increase in costs are likely to be outweighed by savings in vacant posts within the current senior staff structure. The financial implications of all phases of the restructure will be included within the budget proposals for 2023/24, when the full year impact of additional costs and possible savings will be known. As CFO I am fully supportive of the rationale behind the restructure, recognising the need for investment in this level of the Council.

10. What risks are there and is there anything we can do to reduce them?

10.1. The future risks and challenges facing the Council are laid out in the attachments at **Appendix 1** and **2**.

10.2. The main risk is that without additional senior leadership and management capacity and an associated restructure of SLT the Council will not be best placed to respond to the challenges ahead. Effectiveness in our ability to deliver services and make the necessary efficiencies will be significantly compromised.

11. Power to make the decision

11.1. Section 11.9.2 Council Constitution.

11.2. S112 Local Government Act 1972.

11.3. Regulation 7 Local Authorities (Standing Orders) (Wales) Regulations 2006 as amended.