

**SUBJECT: Communities and Place Interim Restructure**

**MEETING: Communities and Place DMT**

**DATE: 4<sup>th</sup> March 2024**

**DIVISION/WARDS AFFECTED: N/A**

**1. PURPOSE:**

- 1.1 To implement an interim restructure of the senior leadership team within the Communities and Place Directorate (DMT).
- 1.2 To consider and approve the reorganisation of roles and responsibilities within the Directorate Management Team, in order to reflect the strategic priorities for the future.

**2. RECOMMENDATIONS:**

- 2.1 To approve the flexible retirement request from the Head of Enterprise and Community Animation noting that her working pattern will be Monday – Wednesday commencing from the 1<sup>st</sup> April 2024.
- 2.2 To consider and approve the new interim DMT team structure (Appendix 1b), including the amendments to job titles to reflect the changes and the service realignments as detailed in the report.
- 2.3 To note that there is a requirement to undertake a structural review in parts of the Directorate to fulfil strategic priorities in this financial year and in the medium term.
- 2.4 That each Head of Service brings forward their restructure and resource impact analysis reports that may be required because of this report.
- 2.5 That the Chief Officer proceed with the communication and implementation of the interim structure.

**3. KEY ISSUES:**

- 3.1 Following the last DMT restructure report (Strategic Operations Team 2023) (current structure diagram summarised in Appendix 1a), the department has continued to manage significant pressures across the Directorate whilst driving services forward and taking forward several strategy and policy positions.
- 3.2 There are several interconnected challenges facing local government that are particularly relevant to the Directorate:
  - Inflation, climate and nature crisis and the Cost-of-Living crisis
  - Increased demand and citizen expectations
  - Capacity, capability, skills gaps, recruitment, and retention

- Leveraging technology innovation and implementation
- Political and regulatory uncertainty and scrutiny

3.3 Due to the significance of these pressures, interconnected challenges and changing priorities it is recommended that an interim structure is put in place to afford both stability of leadership but to also enable the leadership team in the directorate the opportunity to review its portfolios and consider appropriate realignments where they may be necessary.

### 3.4 Head of Placemaking, Regeneration, Highways and Flooding

3.4.1 The Head of Service (HoS) resigned on the 30/11/2023 with a termination date of the 29/02/2024. During this resignation period the Chief Officer in consultation with the Head of Service, DMT members and wider teams have engaged in the consideration of appropriate arrangements for the functions within this portfolio.

3.4.2 The policy landscape across this portfolio has also changed considerably and presents several challenges and opportunities. The strategic direction, policy landscape and priorities for the forthcoming year and the medium term have been identified and the team structures need reorganisation and realignment based upon these design principles.

3.4.3 The breadth of this current portfolio has been challenging to manage and lead since the restructure in 2019. In particular, the highways functionality spread across two Heads of Service has at times created a duplication of effort, with service managers within the two areas not working closely together and there becoming a lack of clarity on infrastructure priorities and strategic direction.

3.4.4 The proposed changes will see the Head of Planning joining the DMT leadership team and reporting directly to the Chief Officer. The Head of Service will also lead on Placemaking, Regeneration, Planning Policy, Building Control and Development Management (summarised in Appendix 1b). It is proposed that this title is revised to Head of Placemaking to better reflect the role.

3.4.5 The Head of Neighbourhood Services will take responsibility for the Highways Authority and Flooding Authority (and its associated services), lead on a review of and the merging of the Highways Authority, Flood Authority and Highways Maintenance functions (and its associated services) with a separate report being brought to DMT in the next few months for consideration.

### 3.5 Strategic Operations

3.5.1 The Strategic Operations Manager plans to commence her maternity leave on the 17<sup>th</sup> March 2024. The team which consists of 4 officers will report to the Head of Enterprise and Community Animation during this maternity leave period. The officers within the team will be picking up additional duties and responsibilities for the Strategic Operations Manager during the maternity leave period.

### 3.6 Head of Enterprise and Community Animation

- 3.6.1 The Head of Enterprise and Community Animation submitted a request for Flexible Retirement on the 10<sup>th</sup> of January 2024. The HoS meets the eligibility criteria for the application.
- 3.6.2 The Flexible Retirement request is to move from a Full-Time role to a 3 day working week. The Chief Officer has met with the HoS who has in turn also met with the pensions team at TCBC to confirm the financial implications which are included within the resources section of this report.
- 3.6.3 It is proposed that this request is supported and implemented from the 1<sup>st</sup> of April 2024. Retaining an experienced HoS within the Directorate who provides not only a wealth and breadth of experience and knowledge but also the appropriate skills to continue to support the DMT and its teams as it transitions into its next phase is essential to our ongoing success.
- 3.6.4 The proposed changes will see the Head of Economy, Employment and Skills joining the DMT leadership team and reporting directly to the Chief Officer. The Head of Service will also lead on Community Development, Economy, Business Engagement, Skills, Communities for Work, Inspire, CELT and Shared Prosperity Funding (summarised in Appendix 1b).
- 3.6.5 The Head of Enterprise and Community Animation will retain Rural Development, Food Strategy and Development, Housing, Housing Support, Youth Homelessness, Digital Infrastructure, development of and the ongoing leadership and co-ordination of strategic economic and rural development partnerships which includes but is not limited to; Marches Forward Partnership, Cardiff Capital Region and Western Gateway.
- 3.6.6 Youth homelessness will move from the Head of Economy, Employment and Skills to the Head of Enterprise and Community Animation.
- 3.6.7 The Head of Enterprise and Community Animation will lead on a review of and the merging of the housing, housing support and youth homelessness functions (and its associated services) with a separate report being brought to DMT in the next few months for consideration.
- 3.6.8 The Head of Enterprise and Community Animation will be redesignated to the Head of Rural development, Housing and Partnerships to better reflect the role.

#### **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

- 4.1 This report seeks approval to alter the staff establishment in order to reflect the changes in the leadership team of the Directorate on an interim basis. The report does not seek to amend or add to these policies or services that direct the nature of services provided to the public. The report deals solely with interdepartmental team movements and as such a Future

Generations and Equality assessment is not considered appropriate or of relevance in this instance.

## **5. OPTIONS APPRAISAL**

5.1 The proposals have been considered as part of a consultation exercise with the Heads of Service affected and identified within this report and various options of service configuration examined, before arising at the interim structure (Appendix 1).

5.2.1 The option remains not to proceed with the interim structure, but the current structure with a senior position being held vacant does not currently offer the best use of resources and delivery of services. In fact, the delivery of corporate priorities will be jeopardised without reorganising roles and responsibilities to reflect demand and the challenges that the directorate faces.

## **6. EVALUATION CRITERIA**

6.1 Whilst the new interim structure cannot guarantee delivery and does come with risks it does place the Directorate in the best place to respond to demands whilst reviews and consideration is given to a longer-term proposal.

## **7. REASONS:**

7.1 This interim structure seeks to make best use of the existing senior management resource required to improve service delivery and to develop some of the projects that will underpin the priorities for the future.

7.2 The proposed structure utilises the skills and experience of the Heads of Service within the directorate, (Appendix 1a and 1b) redistributes functions and services where workloads and synergy suggest and puts in place a leadership team to provide business continuity and stability whilst several reviews are undertaken. The consultation exercise has also highlighted some aspects of critical service delivery where resources are insufficient.

## **8. RESOURCE IMPLICATIONS:**

8.1 The financial implications of the proposals are set out in Table 1. The projected saving will be £109k over the 9-month interim structure period.

8.2 The Flexible Retirement request will be processed, and payroll informed to make necessary amendments. The pension strain cost has been calculated at £27,060.31, there is an option to spread this cost over 5 years, but it could also be paid in full out of the projected saving or allocated to capitalisation directive, a decision on treatment will be made once we have a better understanding of 24-25 budget performance.

8.3 Honorariums for additional duties will be put in place and processed for relevant colleagues.

## **9. CONSULTEES:**

Members of Communities and Place DMT  
Finance Manager

HR  
SLT

**10. BACKGROUND PAPERS:**

Appendix 1a Communities and Place Service Structures – current  
Appendix 1b Communities and Place Service Structure – proposed

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**Table 1**

**Interim Structure Savings**

<b>Post Savings</b>	<b>Total Salary (Incl Oncosts) £000s</b>	<b>Saving</b>	<b>Total (Annual) £000s</b>	<b>Total (9 months) £000s</b>
Head of Placemaking, Regeneration, Highways and Flooding	(114)	100%	(114)	(86)
Head of Enterprise and Community Animation	(114)	40%	(46)	(34)
<b>Total Saving</b>			<b>(160)</b>	<b>(120)</b>
<b>Honoraria Cost</b>				
Head of Economy, Employment and Skills			7	5
Head of Planning			7	5
<b>Total Honoraria Cost</b>			<b>14</b>	<b>11</b>
<b>Net Saving</b>			<b>(146)</b>	<b>(109)</b>