

**SUBJECT: LEADERSHIP REVIEW**

**MEETING: CABINET**

**DATE: 4<sup>TH</sup> MAY 2016**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

1.1 To propose changes to the officer leadership structure of the Council.

**2. RECOMMENDATIONS:**

2.1 To agree the changes set out in the body of this report and captured more fully at Appendix 1.

2.2 To authorise the Chief Executive to proceed with management action necessary to give effect to these changes in keeping with approved Council employment policies.

**3. KEY ISSUES:**

3.1 The organisation over the course of several years has seen significant changes to the shape of the officer leadership team. This change has been driven by a need to have the necessary mix of ability and experience in the right places to take forward the politically determined agenda of the Council. Changes have seen significant reductions in cost recognising the need to focus increasingly scarce resources on the delivery of front line priorities of the Council.

3.2 As part of the budget process for financial year 2016/17, a commitment was made to further reduce leadership costs by £320,000 in a full year. This report sets the ground for £290,000 of this target to be achieved.

3.3 The Council is a complex delivery model. With a recurrent budget in excess of £100 million, circa 3,500 people employed, assets worth many millions and responsibility for securing in excess of 500 service offers, leadership and direction is both necessary and important. This report recommends a sustainable structure that enables the policy direction of the Council to be delivered. In summary it proposes:

- The deletion of 8 management positions at Head of Service level
- The addition of a Chief Officer Resources position
- The addition of a position Head of Governance, Engagement and Improvement
- The addition of a Head of People Services
- Adjustment to one Head of Service position through agreed flexible retirement
- To designate the Chief Officer (Innovation and Enterprise) as Deputy Chief Executive

3.4 There will be some changes to service alignment brought about by these changes albeit these changes will not in themselves signal change at a level below Head of Service. The principal changes will be:

- Alignment of several service areas to the leadership of the Chief Officer Resources
- Alignment of several service areas to the leadership of the Head of Governance, Engagement and Improvement
- Public Health / Public Protection moving to the Social Care, Safeguarding and Health service area
- Housing being re-positioned under the leadership of the Head of Planning within the Innovation and Enterprise service area
- The Youth Service being re-positioned into the Innovation and Enterprise service area.

3.5 These configurations are presented at Appendix 1.

#### **4. REASONS:**

- 4.1 Significant attention to detail has gone into the recommendations being made. The proposition being put to Cabinet is designed to improve the organisation albeit within a context of reducing resource.
- 4.2 A smaller, confident, public facing top-team with a slightly better balance of responsibilities will position the organisation more strongly. With an uncertain future for local government we will need to continue to work on the alignment of our resources and our priorities whilst at the same time ensuring that we have sufficient space to advance the policy agenda of the incoming Administration in May 2017.
- 4.3 At the heart of these proposals is a recognition that our enablers – people, money, land, buildings and digital will work better for us if they are co-led.
- 4.4 There is a recognition that there is benefit to be had in pulling together the customer / client / citizen aspects of our work into one place and connecting these very clearly with our improvement and community development functions.
- 4.5 There is recognition that we need to strengthen leadership aspects of People Services. Whatever the make-up of the next Wales Government, public service reform is going to be a feature of the next few years. Whether the dominant force is Local Government reorganisation or not, the financial outlook tells us that things are going to change and the size and shape of the Council will change accordingly. A developmental piece of work 'Future Monmouthshire' which is being considered elsewhere on this agenda will chart a way forward and we need to ensure that we are maximising the opportunity for our workforce to be successful. With a Staff Commission already in place we need a credible offer.
- 4.6 Public Health / Public Protection are incredibly important services, particularly in a county like Monmouthshire, so re-attaching these to a recognised service area, Social Care, Safeguarding and Health, will recognise this and build on synergies in service that have long been recognised through informal networked arrangements.
- 4.7 It seems likely that the Youth Service will feature as a very important part of an Alternative Delivery Model incorporating, Leisure, Outdoor Education and Sport Development so aligning it with the Chief Officer (Innovation and Enterprise) at this time, who is leading this piece of work, seems a sensible thing to do so that the Service plays its full part in the developmental cycle.
- 4.8 Similarly our Housing Service, small in headcount but core to our success, will more closely align with our Planning Teams.

## **5. RESOURCE IMPLICATIONS:**

- 5.1 Financial realities cannot be ignored and there is a requirement in place as part of the 2016/17 budget to achieve £320,000 savings from senior leadership. These proposals take us most of the way there, yielding a recurrent benefit in a full year of operation of £290,000 as per the illustration at Appendix 1.
- 5.2 Initially an internal process will be conducted to recruit to positions. This process will recognise that a number of officers are being placed 'at risk of redundancy'. Where appropriate, they will be considered for opportunities in keeping with the Council's employment policies.
- 5.3 It is not possible at this stage to give an accurate estimation of costs associated with severance of employment given that there are processes too work through. It is not envisaged that this will be a significant cost at this stage.

## **6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)**

- 6.1 Cabinet approval will see the establishment of a focussed 'whole authority' leadership team. It will be a Team with a highly visible leadership style equipped to translate the 'early adopter' work that has been done around the Wellbeing and Future Generations Act into an operating reality across the whole organisation.
- 6.2 The Team will exercise high level vigilance on all aspects of Safeguarding, guided by statutory officers and the whole authority safeguarding team.
- 6.3 There are no direct corporate parenting implications arising from this report.

## **7. CONSULTEES:**

Initial conversations have taken place with members of the current Strategic Leadership Team. The outline of change has been circulated to all employees of the Council and an engagement with Trade Unions has taken place.

## **8. BACKGROUND PAPERS:**

None

## **9. AUTHOR:**

Paul Matthews, Chief Executive

## **10. CONTACT DETAILS:**

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