

# Report

## Council

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### Part 1

Date: 29 June 2021

**Subject** Revisions to the Senior Leadership Structure

**Purpose** To request Council's approval for revisions to the Council's senior leadership structure.

**Author** Chief Executive

**Ward** All

**Summary** The operating environment for local government is rapidly changing and as a growing City, Newport City Council requires an effective and appropriately resourced senior leadership team to meet the increasing challenges facing local authorities; to strengthen the Council's strategic role within regional and national agendas and to lead the ongoing economic and sustainable transformation of the City. It is considered that a review of the senior management structure is now necessary to enable us to deliver transformative change for the benefit of our city and our communities.

Consequently, the Chief Executive, with support from the Welsh Local Government Association, has undertaken a review of the current senior leadership structure. The review process has focused on the Council's priorities for both the organisation and the city, and the senior leadership capacity required to support these agendas. The review has identified that the Council's existing structural arrangements are no longer fit for purpose if we are to effectively deliver against our statutory governance duties, our corporate objectives of transformation and priorities for sustainable city growth – we need to make changes to achieve continued results.

**Proposal** That Council approves the proposed revisions to the senior leadership structure and authorises the Chief Executive to proceed to implement the new structure within the Council's recruitment framework for Chief Officers.

**Action by** Chief Executive

**Timetable** A phased approach with recruitment to vacant roles commencing as soon as possible after Council approval

This report was prepared after consultation with:

- Deputy S151 Officer
- Deputy Monitoring Officer
- Human Resources Manager
- Senior Business Partner – Human Resources

**Signed**

## Background

In recent years, the local government landscape has evolved significantly and will continue to do so for the foreseeable future in light of a range of legislative, economic and environmental factors. As we recover from Covid-19 and meet the broader transformation challenges necessary for local authorities to thrive rather than survive, it is critical that the Council has the appropriate level of capacity and skills, set at the right level within the senior leadership team; to drive and embed a new culture of organisational and city ambition, which delivers different ways of working and supports the city's economic growth at pace.

As Wales' 3<sup>rd</sup> city, Newport has the 7<sup>th</sup> largest and fastest growing resident population across the 22 local authority areas in Wales, having increased by 6% since 2011. However, whilst our communities have grown during this period, the Council's workforce has decreased as a result of reduced local government funding and the need to find efficiency savings to maintain a balanced budget. Overall staff numbers have reduced by 19%, and the most senior leadership capacity by 39% - a reduction from 18 posts to 11.

As a Council and city we are now facing challenges no one could have anticipated when the current senior leadership structure was designed. Towns and cities across the world are facing a climate emergency and the Covid-19 pandemic has revealed many characteristics of place and structural inequalities not seen before. Coupled with the changing role of public services and the current scale of demographic change and technological advances, it is clear that the Council needs to change if we are to deliver against a wide range of local, regional and national priorities and deliver Members' aspirations to support our city and its communities to flourish and thrive. The need for strengthened leadership capacity isn't just important but essential to our resilience and our advancement as an organisation and city.

As a result of our growing economic strength and positioning as a key UK city, the Council is also involved in a number of strategic partnerships across a range of local, regional and national policy agendas. Groups such as the Western Gateway, Cardiff Capital Region, Regional Partnership Board and Public Service Board require representation at an officer level, commensurate with the level of decision making. Appropriately aligned leadership capacity and a strong, senior level influence on our external relationships is vital if such partnerships are to deliver outcomes for Newport.

The current structure (Appendix 1) allows for Heads of Service to be operational leaders managing a workforce of circa 3000 across 8 service areas. Whilst their roles enable them to effectively manage services, there is insufficient strategic capacity within the senior leadership group to drive the fresh thinking and changes we require to meet our emerging challenges head on and maximise our opportunities. Our services need senior leaders who have a range of capabilities and capacity to transform the way in which services are delivered for our communities, balancing our statutory responsibilities and our corporate aspirations for the organisation and the city. Our leaders need to be strategic thinkers with a culture of shared ownership and solution-focused behaviours, supported by a strong and enabling corporate centre.

In light of the above context, the Chief Executive has recently undertaken a review of the senior leadership structure, with external advice and support from the Welsh Local Government Association (WLGA). The aim of the review process was to identify how current service structures and leadership arrangements could be changed to discharge our statutory governance duties, meet our corporate objectives and deliver sustainable city growth.

The Chief Executive and WLGA's advisor agreed the initial scope for the review, taking into consideration the issues outlined above, and how best the Council's key priorities for the organisation and the city could be best achieved through structural change. The process included a series of interviews, facilitated by the WLGA. This included individual sessions with all existing Heads of Service and a number of senior managers to understand the key issues facing the Council from their perspective, and to gain insight into what potential service models could work best for Team Newport.

## Review findings

The interviews explored a range of topics, which sought to identify key themes and issues needing to be addressed. Whilst, as would be expected, there were some divergent views on structural alignment, the need for structural and cultural change at the senior leadership level was fully endorsed. A number of issues and key priorities were identified, which the revised structural proposal seeks to address. These are set out below in no specific order of priority.

### Key issues to be addressed

- Senior leadership capacity and strategic capability is restricted.
- Challenges in recruiting to Director roles; addressing inspection feedback on statutory roles.
- The senior leadership structure, (Directors and Heads of Service) is 'thin', restricting capacity to maximise opportunities and participate effectively at some strategic levels – threatening the Council's aspirations and potentially leading to governance risks long-term.
- The current structure does not provide clarity on the strategic or operational focus of senior roles.
- The current structure has evolved over time, which whilst once fit for purpose, now appears to perpetuate illogical service groupings that have the potential to negatively impact on delivery of the Council's long-term priorities if not addressed.
- The current structure does not provide the capacity and capability to lead and deliver thematic programmes of work (internal to the Council and in partnership with external organisations), whilst maintaining high performing core services.
- The challenges of the pandemic have helped to foster a collaborative and supportive culture focussed on delivery, which must be captured and embedded in new arrangements.
- Whilst not a direct outcome of the review discussions, the Council also needs to be in a sound position to respond to the Senedd's new programme for government, published on June 14<sup>th</sup>. The proposed new structure will provide a better configuration of service delivery to address many of the priority areas that local government will need to deliver against.

### Key priorities for delivery

- Readiness for Recovery – the pandemic has tested and continues to test the organisation's capacity and resilience. The Council needs to be better equipped to address the socio-economic impacts on communities, the city centre and vulnerable people as we move towards recovery – we need to move from being reactive to proactive, from crisis intervention to prevention.
- Regeneration and sustainable economic growth – For a medium-sized city, it is acknowledged that significant regeneration is already ongoing; at the time of writing this report, the Council is directly engaged in a significant number of major construction projects. However, increasing the pace and scale of sustainable city growth for the benefit of all, is a clear ambition of the Council. There are real opportunities to be leveraged to help us achieve this, none more so than the city's identified growth prospects within the national planning framework, but we need to work differently, become more commercially minded, and adopt an interventionist approach where required.
- Sustainability and addressing climate change – service delivery to address decarbonisation, climate change and sustainability currently sits across a number of areas within the Council. Managing these agendas as separate principles needs to change, with one service and one directorate leading the integration of these priorities into the core of everything we do.

- Regional and strategic capacity – any new structure must ensure the Council has the right officers, with the appropriate gravitas and skills to represent the Council within strategic, external partnership arrangements and lead major transformation themes across the Council.
- Prioritisation, problem solving and consistency – whilst there is good control in terms of performance management and assurance frameworks, our approach to problem solving and consistency of approach can be improved to assist in the delivery of the Council's key priorities and resolution of 'wicked issues'. Fundamental to this is a strong and enabling corporate centre, focussed on facilitating wider Council activity and a corporate culture of mutual support, collaboration and creativity.
- A focus on supporting vulnerable people and communities – prevention and inclusion, strengthened and improved service alignment. As set out earlier in the report, the pandemic has revealed inequalities and vulnerabilities across communities like never before. Any new structure requires a role which includes an overarching responsibility for inclusion and prevention, over and above our statutory duties.

As a result of interviews undertaken and the emerging priorities identified above, the Chief Executive and WLGA advisor have concluded that any proposed structural change must, therefore, deliver the following outcomes:

- Strategic and thematic leadership capacity – Strategic / Corporate Director posts will be designated to focus not only on service oversight and accountability, but to also drive specific corporate themes and provide the right level of leadership for national and regional work programmes.
- Clear and appropriate alignment of roles and responsibilities – Heads of Service will lead the operational delivery and transformation of services to meet changing demands. The proposed changes at this level will deliver improved alignment of functions to reflect the Council's priorities – adding capacity in key areas, evening out spans of leadership and giving more emphasis to service improvement rather than a 'business as usual' approach.
- Strengthen leadership and accountability for services providing support for vulnerable people – prioritising the fulfilment of our statutory obligations by clearly defining a distinct Strategic Director of Social Services role, who will be responsible for reforming and coordinating Council services based on prevention not intervention.
- A balanced medium term financial plan developed through an effective programme of transformation – by creating a strong corporate centre, overseen by a Director who will be responsible for joining up the Council's enabling corporate functions and leading the development of delivery of innovation and commercialisation across the organisation.
- Maintain momentum and increase the pace and scale of sustainable and inclusive economic growth – enabling a Head of Service with responsibility for regeneration and economic development to focus on the core business of the role; maximising the city's opportunities at a regional and national level, forward planning and horizon scanning to secure investment and development.

## **Restructure Proposal**

It is proposed that the restructure will be undertaken in two phases. Phase 1 will agree the Strategic Director and Head of Service leadership structure and the associated, broad service scope identified by the job titles for the roles; it will also enable the recruitment and appointment to vacant posts in the new structure. Phase 2 will focus on detailed service re-alignment and further rationalisation within the senior leadership groupings. Phase 2 will be led by the Chief Executive, in partnership with the Corporate Management Team and in consultation with the wider team of senior managers across the Council. Detailed operational service alignment within the structure is a matter for the Head of Paid Service under delegated powers. To ensure ownership, parity of service leadership spans and to embed the cultural

change required, the proposed operational structure must be influenced through a collaborative approach.

The proposed new senior leadership structure is shown at Appendix 2, with the key amendments and rationale for change summarised as follows:

### **Strategic Directors**

At Strategic Director-level, there are three proposed changes.

#### Re-designate the Strategic Director – People to Strategic Director – Social Services

Two previous attempts to recruit to the current role of Strategic Director for People have been unsuccessful, suggesting that the span of control previously overseen by the role, i.e. both social services and education is no longer fit for purpose or attractive to potential applicants. As we emerge from the pandemic, demand for both children's and adult's services is in increasingly greater demand. The role of prevention and inclusion services must be given sufficient priority and coordination within the organisation, if we are to address the structural inequalities holding some of our communities back – we need to act proactively rather than reactively. Whilst the Head of Education (also the statutory role of Chief Education Officer) will no longer directly report to this Director, the post will still link with this directorate's senior management team to ensure synergy across the children and young people's agenda and alignment with prevention and inclusion services.

#### Re-designate the current Strategic Director – Place, to a newly titled Strategic Director – Environment and Sustainability

This change incorporates an amendment to the services overseen by this directorate, with Regeneration and Planning no longer reporting to this Director, but with additional, different services being transferred in from other service areas i.e. environmental health, public protection and sustainability; housing will remain a function within this new directorate, but it is proposed that other housing related services located elsewhere across the authority, will also be transferred in. High level changes to the Regeneration service are further explained below, but the revised Head of Regeneration will now report directly to the Chief Executive, signalling the strategic importance Council places on this agenda. The detail of these changes will be subject to further discussion as the phase 2 implementation phase progresses throughout the summer.

#### Creation of a new Strategic Director role: Strategic Director – Transformation & Corporate Centre

Finally, the new Strategic Director structure also proposes the creation of a new Strategic Director role: Strategic Director – Transformation & Corporate Centre. As set out at the introduction of this report, the current operating for local government is like never before, and will continue to change at pace over the next five to seven years. Customers expect more and our organisational and city pressures are greater; deeper, whole-scale change needs to be embedded through new models of service provision to meet our corporate challenges and service demands. Whilst the Council has successfully navigated a path to sustainable financial management and continued to meet the needs of residents, greater strategic capacity is required if we are going to increase the level and pace of transformation to a point where the business as usual approach to finding savings and demand management is no longer necessary. Currently, proposals for business change and the delivery of complex transformation projects are additional to the already pressured roles of Heads of Service. New social partnership legislation and the advent of a 'new normal' operating environment, coupled with the need for more commercially minded thinking in service and asset management, necessitates fresh approaches to the way we do business and measure performance. A role with direct responsibility for driving change and supporting the Chief Executive in holding services to account for transformation outcomes is required at Director level.

In addition to the reasons set out above, the Director-level structure also requires strengthening to ensure we are i) effectively represented in the range of strategic partnerships within which we operate and ii) to create thematic, corporate leadership capacity for the priority areas set out earlier in this report.

The addition of an additional Director role is vital if we are to effectively engage and play our part as a growing city *and* deliver fundamental organisational change.

## **Heads of Service**

The proposed restructure to the senior leadership team, also requests a number of amendments to the Head of Service tier.

### Re-designate the Head of Regeneration, Investment & Housing to Head of Regeneration and Economic Development

The first proposed change is to re-designate the current Head of Regeneration, Investment & Housing to Head of Regeneration and Economic Development. The new post will report directly to the Chief Executive, signalling the importance the Council places on this strategic priority and reflecting the ambition of all Elected Members for a continued momentum of projects and programmes to deliver sustainable economic growth. The main functions to be retained by the role will be regeneration, inward investment, economic development, planning policy, development control, tourism, heritage and culture. It is proposed that other functions such as housing, community regeneration and assets will transfer elsewhere in the new structure.

### Head of People and Business Change

The Head of People and Business Change role will be altered slightly and re-titled as Head of People, Policy and Transformation. The core of this role will remain largely unchanged, but the positioning of some functions will be reviewed to enable this role to have a clearer focus on the transformation agenda of the organisation; some functions may be better aligned to a new Housing & Communities or Prevention & Inclusion service for example.

### Re-designate the Head of Law & Regulation to Head of Law & Standards

It is proposed to re-designate the post of Head of Law & Regulation to a Head of Law & Standards role, relocating environmental health and public protection to a new service area. Following feedback from Members, together with discussions at joint regulatory inspection workshops in 2020 and 2021, it is necessary to create more focussed, strategic capacity in our ability to lead good democratic governance and our work to meet the requirements of the Local Government Act.

The Head of Law and Regulation also plays an integral part in the delivery of a range of complex projects – particularly the Council's major regeneration and investment schemes. As it currently stands, this is also the only corporate head of service with front-line, operational service responsibility. Refining the role's leadership span will strengthen the management of our statutory democratic and constitutional arrangements and create much needed legal capacity to effectively and efficiently support the delivery of the Council's complex projects.

In addition to the re-designation of the above roles, it is proposed that three new head of service roles are created. The overriding principles for such additional capacity are set out in the background to this report and review findings, but the reasoning for specifically establishing the new roles suggested at Appendix 2 is as follows:

### Head of Environment and Public Protection – new post

A new Head of Environment and Public Protection will be created, bringing together a number of related functions, which currently sit across a number of service areas and directorates within the Council. During the pandemic, the importance of such functions has become more visible, with environmental health teams leading the operational incident management response, and public protection services at the forefront of community protection and enforcement activity. If we want our city to grow in an inclusive, safe and sustainable way, the core functions within these particular service areas need to be

prioritised, with the locus of leadership strengthened and the breadth of delivery enhanced through the realignment of other related activities.

#### Head of Housing and Communities – new post

It is also proposed that a new Housing and Communities service is established to give greater priority and improved coordination to areas where demands on services are increasing: housing need, housing support and community cohesion. Access to good quality housing, with effective housing-related support systems, is fundamental to the sustainability of our communities. In Newport, there are currently over 8,000 households on the housing waiting list, with 800-900 of these re-housed by registered social landlords each year. Each year on average, over 1700-1900 households present to the Council as homeless, of which, in 2020-21, a statutory duty was owed to over 1600 households. Coupled with the Council's broader statutory responsibilities of delivering effective local housing strategies encompassing all housing sectors, a need for strengthened strategic capacity has been identified.

In addition to the city's growing housing pressures, there is also a need for more visible senior leadership of the Council's work to support community cohesion and diversity. As a city rich with cultural differences, but remaining pockets of deprivation, the Council requires the appropriate structural capacity to address inequalities and promote diversity through tackling discrimination and increasing community participation in everything we do. We need to build trust and confidence, creating pathways for voices to be heard and for communities to get involved and shape service delivery.

#### Head of Prevention and Inclusion – new post

The final proposed amendment is to establish a new Head of Prevention and Inclusion. To enable us to understand and tackle the root causes of the issues that drive people to our services, there needs to be a doubling of our efforts in preventative and inclusion services. The development of preventative approaches and those which promote independence, wellbeing and resilience and encourage people to be more proactive about their lives will be central to the sustainability of our communities and targeting of our services going forward. At the moment, there are some inconsistencies in our approach to prevention; although unsurprising given the wide range of related interventions the Council delivers, service planning and provision needs to be more joined up and add value to statutory services. Targeted service provision, such as Flying Start and Families First need to align more closely to the statutory services we provide to minimise unnecessary escalation in support requirements and to give every individual and family living in our communities the very best chance in life.

There may be some movement within City Services' functions, as the current span of leadership is significant and is currently challenged with both managing front-line service delivery and driving forward the development of the city's strategic infrastructure – the post may evolve to focus on the latter alongside sustainability and climate change. A title change is proposed from the Head of City Services to Head of Infrastructure. The core of the remaining Heads of Service roles (Finance, Adults, Childrens and Education) will broadly remain unchanged, but some of the preventative work overseen by Childrens', Adults and Education will potentially realign to the new Prevention & Inclusion service.

As the process moves to implementation at phase 2, further detailed service realignment will be undertaken to create capacity, balance spans of leadership and to ensure 'best fit' in terms of coordination and service delivery. Form will need to follow function, which cannot be determined by the Chief Executive in isolation. This next phase of work, led by the Chief Executive, will be undertaken in consultation with the Corporate Management Team and wider team of senior managers, with facilitation support from the WLGA.

Consultation with all existing Heads of Service has taken place from 19 May to 9 June 2021, as did informal consultation with the Council's recognised trade unions representing the wider workforce. The final draft proposal set out above has been shaped in light of feedback from those consulted.

## **Implementation**

As outlined above, it is proposed that a phased approach to implementation is undertaken; the first being Council's approval of the proposed senior leadership structure to enable the recruitment of vacant roles at Director and Head of Service level. Recruitment to any vacant or new Chief Officer roles will take place in accordance with the Council's constitution, which requires that an appointments panel made up of cross-party elected members determines such appointments.

The second phase, which will commence alongside the chief officer recruitment process, but not conclude until the Council appoints to the vacant roles, will focus on detailed service realignment and further rationalisation to achieve the overall structural change proposed by the Chief Executive. This will ensure decisions taken now i) do not pre-empt any future appointment processes, ii) avoid unnecessarily placing any individuals at risk and iii) allow appointees to help shape the services based on complementary skills.

No Current Chief Officer is at risk of redundancy, and all will be directly matched into their existing / amended roles. Recruitment to the remaining vacant posts will commence immediately, and any subsequent service redesign will follow as a key performance objective of the appointed post holders.

The Council supports the use of independent job evaluation in determining the value and rank order of its job roles across all levels of the organisation. The Hay job evaluation scheme is used to evaluate Chief Officer roles. It is proposed that a job evaluation exercise will be undertaken upon approval of the structure. This will ensure that a transparent process determines the points value of each specific job role and that Chief Officer roles are in line with the wider Council workforce, of which each post has been job evaluated. However, it is important for Council to note that the last Chief Officer job evaluation / benchmarking exercise was undertaken not that long ago and significant changes in salary levels are not anticipated.

## Financial Summary

To achieve the proposals set out within this report, an investment is requested to support increased strategic leadership capacity. The initial request for this first phase of implementation is £160k, with a request for a further potential investment, capped to a maximum of £100k, at phase two of the implementation process, should this be required. Any further costs associated with the proposed senior leadership restructure, over and above the £260k requested, will be found through the deletion of currently vacant senior management posts (duties to be absorbed by the creation of the new Head of Service roles) and further leadership rationalisation, again achievable as a result of a shift in the organisational locus of leadership.

## Risks

The proposed restructuring is necessary to create the capability to deliver corporate objectives and meet statutory obligations.

| Risk  | Impact of Risk if it occurs* (H/M/L) | Probability of risk occurring (H/M/L) | What is the Council doing or what has it done to avoid the risk or reduce its effect? | Who is responsible for dealing with the risk? |
|---|--------------------------------------|---------------------------------------|---|---|
| Failure to deliver corporate objectives.                | H                                    | M                                     | Mitigated by following recommendations of this report.                                | Chief Executive                               |
| Failure to deliver statutory duties in Social Services. | H                                    | M                                     | Mitigated by following recommendations of this report.                                | Chief Executive                               |



|  |   |   |  |                 |
|--|---|---|--|-----------------|
| Significant wellbeing impact due to lack of capacity                   | H | H | Mitigated by following recommendations of this report. | Chief Executive |
| Failure to lead and represent the Council on key strategic initiatives | M | H | Mitigated by following recommendations of this report. | Chief Executive |

\* Taking account of proposed mitigation measures

### Links to Council Policies and Priorities

As the proposed restructuring of chief officer posts is council-wide the full range of Council policies, priorities, statutory duties and strategic partnership commitments will be relevant to some degree, as the posts concerned will be responsible for leading on their delivery.

The principle focus for the Council's strategic work programme is set out in the Corporate Plan 'Improving People's Lives – 2017-22', which sets out a strategic focus on:

- Resilient Communities
- A Thriving City
- Aspirational People
- A Modernised Council

The Corporate Plan is underpinned by a series of policies, priorities and work areas. These deal with corporate, people and place work areas including: Medium Term Financial Planning, driving economic growth and regeneration (the Local Development Plan and Economic Growth Strategy), workforce planning, regulatory services, safeguarding of children and young people, protection of vulnerable adults, and so on. In addition there are significant partnership work programmes which include: Safer Newport, the Area Plan (Gwent Regional Partnership Board), school improvement (with the Education Achievement Service), the skills development agenda, destination management, sustainable travel etc.

The proposed new structure is intended to increase the Council's strategic capacity and skills-base to deliver corporate plan themes and wellbeing objectives for the remaining duration of the plan, whilst the devising of a new Corporate Plan, taking account of the rapidly changing context the Council operates in, is now commencing and its development will be a key priority for the senior leadership team. This is expected to include an increased focus on climate change and sustainability, Covid-19 recovery, regional and cross-border work on economic growth, ongoing regeneration, the transition to the forthcoming Gwent Public Service Board/Wellbeing Plan, a new Local Development Plan, responding to and capitalising on demographic growth, and developing the resilience of individuals and communities through preventative approaches.

### Options Available and considered

1. Continue with the current structure
2. Adopt the revised senior leadership structure recommended in this report

### Preferred Option and Why

Option 2 will create the necessary strategic capacity and capability to deliver our corporate objectives, create a Council 'fit for the future' and mitigate our emerging risks. The detailed rationale for the proposed changes are set out earlier in this report.

## **Comments of Deputy Chief Financial Officer**

Recurring funding has been identified to ensure that the revisions to the senior leadership structure are adequately resourced. The source of the funding is as follows:

- A review of non-service budgets has been undertaken and specific budgets earmarked to fund the change, including utilisation of part of the general contingency budget. Members will note that the general contingency fund has not been utilised since at least the 2015/16 financial year and remains at £1,473k. After the proposed change this budget remains sufficient for current risk faced by the council, however, it is imperative that service managers effectively manage their devolved budgets to ensure that the non-service budgets are not called upon to mitigate in year service area overspending.
- The balance will be identified once the first phase of the organisational review has been undertaken through the deletion of current vacancies and further realignment of structures at 3rd and 4th tiers across the Council.

## **Comments of Deputy Monitoring Officer**

The Head of Paid Service is responsible for the corporate direction and management of the council and for allocating responsibility for service groupings to strategic directors.

Under sub-section 4(3) of the Local Government & Housing Act 1989 the Head of Paid Service may make proposals in relation to the manner in which the discharge by the authority of their different functions is co-ordinated; the number and grades of staff required by the authority for the discharge of their functions; the organisation of the authority's staff; and the appointment and proper management of the authority's staff.

Any such proposals made by the Head of Paid Service must be reported to full council for ratification at a meeting to be held not more than three months after the preparation of the report.

The matters contained within this report are therefore within the lawful authority of the Head of Paid Service.

## **Comments of HR & OD Manager**

The report proposes a restructure of the senior leadership team, which if approved will lead to further service review in order to ensure services are appropriately aligned to reflect the new groupings. There are staffing implications associated with both of these outcomes. In terms of the existing senior post-holders, there are no proposals to make any employee redundant and each permanent Head of Service will be directly matched into their existing role. There will be vacancies to recruit to in line with the Council's constitution and Pay and Reward Policy and it is expected that these job roles will be advertised externally to ensure that the market is suitably tested. Regarding the wider service groupings, and given the proposed new Chief Officer posts – consultation and engagement will need to take place with the wider workforce on any available options and the trade unions will be involved in this activity.

The report identifies how the five ways of working within the Well-being of Future Generations Act underpin the restructure proposals. A Fairness Equality Impact Assessment has also been carried out

## **Local issues**

There are no negative direct impacts on the City as a whole as services will continue to be delivered, but with strengthened leadership capacity and improved alignment of services for the City's residents.

## **Scrutiny Committees**

N/A

## **Equalities Impact Assessment and the Equalities Act 2010**

A Fairness & Equality Impact Assessment has been carried out (attached at end of report).

## **Children and Families (Wales) Measure**

There is no direct adverse impact to the Children and Families measure as a result of this senior leadership restructure. Operational services will continue to be delivered, but will be further supported through the introduction a new Head of Service for Prevention and Inclusion.

## **Wellbeing of Future Generations (Wales) Act 2015**

The Wellbeing of Future Generations Act 2015, which came into force in April 2016 provides a framework for embedding sustainable development principles within the activities of Council. In developing this proposal the Future Generation Act requirements and the “five ways of working” have been considered and believe the structure is the best way forward within the parameters available to deliver against these.

- Long-term: The structure is intended to enable to both deliver longer term and short term and will provide a longer-term certainty once implemented.
- Prevention: The Council has ambitious plans and for these to be achieved there must be a cohesive, resilient and robust senior leadership structure to prevent the Council from failing to deliver on our priorities.
- Integration: Our wellbeing objectives, goals and other objectives as outlined in our plans are not impacted by this proposal and will continue to be worked towards.
- Collaboration: A key part of our Corporate Plan relates to working alongside partners to deliver our services. Whilst the restructure does not directly impact partnership working it will provide structure and clarity to our partners to aid and develop further collaboration with our service board partners
- Involvement: As the report outlines, an external advisor was sought to provide support with the review of the structure. Consultation has taken place with the senior management team and the Council’s recognised trade unions. It also states that further consultation will be undertaken as the new leadership structure is implemented.

## **Crime and Disorder Act 1998**

Not applicable

## **Consultation**

Consultation with all existing Heads of Service has taken place from 19 May to 9 June 2021, as did informal consultation with the Council’s recognised trade unions representing the wider workforce. The final draft proposal set out above has been shaped in light of feedback from those consulted.

## **Background Papers**

Fairness & Equality Impact Assessment

**Dated: 22 June 2021**



