

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive; Council
Date:	25 January 2021; 2 February 2021
Subject:	Restructure of the Senior Leadership Team and the consequential constitutional changes
Portfolio Holder(s):	Councillor Richard Dew (<i>Planning and Public Protection Portfolio Holder</i>) Councillor Carwyn Jones (<i>Major Projects and Economic Development Portfolio Holder</i>) Councillor Dafydd Rhys Thomas (<i>Corporate Business Portfolio Holder</i>)
Director / Head of Service :	Annwen Morgan, Chief Executive
Report Author:	Annwen Morgan, Chief Executive
Local Members:	Relevant to all elected Members

A –Recommendation/s and reason/s
<p>1. BACKGROUND:</p> <p>1.1 In March 2020, Council approved changes to the Council's Constitution in order to reflect the internal restructuring of the senior management team (Senior Leadership Team and Heads of Service) by the former Chief Executive during 2019. These changes included:</p> <ul style="list-style-type: none"> a) Change to job titles and person specifications for members of the Senior Leadership Team / Heads of Service; b) Removing the two Assistant Chief Executive roles; c) Creating one Deputy Chief Executive role; d) Removing two Head of Function roles; e) Creating five new Director roles; and f) Changing the reporting lines for some members of the Senior Leadership Team and Heads of Service. <p>2. ROLE OF DIRECTOR OF PLACE AND COMMUNITY WELL-BEING:</p> <p>2.1 Following the departure of the former Chief Executive, the Deputy Chief Executive was appointed Chief Executive and the Director of Place and Community Well-being was appointed Deputy Chief Executive.</p> <p>2.2 Since November 2019, the role of Director of Place and Community Well-being has been vacant, despite the post being subject to two external advertising campaigns.</p> <p>2.3 Following the first unsuccessful advertising campaign, the duties of the Director have been carried out by internal applicants appointed as "Interim Head of Service -</p>

Regulation and Economic Development” [ranked below the Director role] and an officer appointed as a lead on Place Shaping [undertaking that role in addition to discharging the tasks of their current role]. These appointments were initially made until April 2020 and then extended to December 2020, so as to ensure business continuity and the resilience to deal with the pandemic emergency, the easing of restrictions and the recovery period, and its consequent impact on Council services and the residents of Anglesey.

3. SUBSEQUENT CONSIDERATIONS:

- 3.1 The pandemic emergency has shown that the Council must have suitably qualified officers within specific service areas for the future. Guidelines / regulations for attracting future funding and grants will undoubtedly mean that all local authorities will have to implement and respond to the climate change agenda. The coronavirus response has also clearly demonstrated the importance of appropriate competencies for this level of posts.
- 3.2 The pandemic period has also proved the essential importance of working with partners and communities to build community resilience to deal with different challenges and, in order to do this, officers need sufficient and reasonable time to carry out the work. Sufficient and equitable / balanced capacity is needed across all services to ensure IACC's future resilience within the higher tier of management and leadership.
- 3.3 It is unclear how long the pandemic will continue. Undoubtedly we as a Council will not be returning to operating fully as we did pre-pandemic and therefore changes have to be made in order to function in the 'new normal' and whilst still in the emergency period.
- 3.4 Whilst interim arrangements have worked well they are not effective in the long term. There is a requirement to make a decision in relation to the role of the Director and the consequential interim posts created as a result of a failure to successfully recruit to that role.

4. APPOINTMENTS COMMITTEE:

- 4.1 As a result of the above considerations, and the Council being unable to shortlist after two external advertisements, a report was presented to the Appointments Committee in December 2020 asking for its recommendation in relation to the best way forward so as to fill a void in the Council's senior management team.
- 4.2 As Chief Executive I expressed the view (in the report) that the following was the best option:
Delete the Director's post and appoint one Head of Service for Regulation and Economic Development. This would mean that the workload associated with the Senior Team would not exist. In practice, the Deputy Chief Executive would lead on

this aspect of the post in the Senior Team. Consideration would therefore need to be given to removing some of the Deputy's duties and reassigning them - under his supervision - and linking them to the Place Shaping aspect from the Director's role . There are several options but the simplest is to create an additional post on tier 9/10 which would provide capacity and resilience for the structure, and support the Deputy Chief Executive and the newly created Head of Regulation and Economic Development.

4.3 The Appointments Committee decided:

- To recommend to the Executive, and subsequently to the full Council, to delete this Director's post from the Council's Constitution;
- To create a permanent role of Head of Regulation and Economic Development and for this role to be advertised externally;
- That a new post of Corporate Strategy Officer be established and advertised externally.

5. AMENDMENTS POSSIBLE TO THE CONSTITUTION WITHOUT COUNCIL APPROVAL:

5.1 Under paragraph 3.5.2.11 of the Constitution, *"The Chief Executive shall have authority to amend the job titles, and areas of responsibility of the Senior Leadership Team and the Heads of Service as they consider necessary to deliver the Council's functions, vision, priorities and as a consequence of staff reorganisation, in consultation with the s.151 Officer, Monitoring Officer, Head of Profession HR and Transformation and the relevant Portfolio Holder(s). Any such changes will be within budget and compliant with the Council's HR policies and processes..."*.

5.2 Under paragraph 3.5.3.6.6 of the Constitution, the Director of Function (Council Business) / Monitoring Officer, has delegation: *"to review and update the Council's Constitution from time to time, to include any changes arising from amended, substituted or new legislation; any restructure of the organisation already authorised as required and to include new delegations to officers, namely the Director/Head of Service with responsibility for the relevant service, to have full delegated authority to discharge the function on the Council's behalf, unless it is a matter reserved to the Council, Executive or a Committee."*

5.3 In accordance with the delegation in paragraph 3.5.2.11, the Chief Executive has the delegated authority therefore to alter the responsibilities of the SLT and Heads of Service (subject to consultation etc).

6. AMENDMENTS TO THE CONSTITUTION ONLY FOLLOWING COUNCIL APPROVAL:

6.1 The Constitution is clear under paragraph 2.15.2.1 that *"Changes to the Constitution will only be approved by the full Council after consideration of the proposal by the Executive..."*

6.2 That is the basis of this report – to ask for the Executive and full Council approval to the Council's amended structure.

6.3 In the previous structure, there was a grading of Chief Executive, followed by the Deputy Chief Executive; and included with them on the Senior Leadership Team were five Directors [Director of Function (Resources) / s151 Officer; Director of Function (Council Business) / Monitoring Officer; Director of Social Services; Director of Education, Skills and Young People; and the Director of Place and Community Wellbeing]. There were four Heads of Service (who were not on the Senior Leadership Team). (This can be seen in **Enclosure 1**.)

6.4 In the proposed new structure (**Enclosure 2**), the role of the Director of Place and Community Wellbeing is removed (resulting in there being only four Directors and thus a reduction in the Senior Leadership Team from seven to six members) and a new Head of Service role is created ["Head of Regulation and Economic Development"] (resulting in an increase in the number of Heads of Service from four to five).

7. RECOMMENDATION:

7.1 For full Council to:

7.1.1 Note the recommendations of the Appointments Committee and confirm:

7.1.1.1 The post of Director of Place and Community Wellbeing (also known as the Director of Regulation and Economic Development for the purpose of the recent recruitment attempts) be removed from the Council's Constitution;

7.1.1.2 A permanent role of Head of Regulation and Economic Development be created and for this role to be advertised externally;

7.1.1.3 A new post of Corporate Strategy Officer be established and advertised externally.

7.1.2 Confirm its approval to the insertion of **Enclosure 2**, which reflects the above amendments to the Council's structure, in the Council's Constitution;

7.1.3 Confirm its approval for the Chief Executive (following consultation), in accordance with the existing authority included in 3.5.2.11 of the Constitution, and as a result of the above structural alteration, to distribute the relevant areas of responsibility among the Senior Leadership Team and the Heads of Service, as required.

7.1.4 Confirm its approval for the Monitoring Officer, in accordance with the existing authority included in 3.5.3.6.6 of the Constitution, to amend the Constitution (including the scheme of delegation to officers) to reflect the decisions made by Council in relation to the above structural alteration and the distribution of responsibilities among the Senior Leadership Team and the Heads of Service

made by the Chief Executive under 7.1.3 above.

7.1.5 Confirm its approval for such other consequential amendments to be made to the Constitution by the Monitoring Officer to reflect the above recommendations.

B – What other options did you consider and why did you reject them and/or opt for this option?

Council is asked to approve the recommendations made by the Appointments Committee on 18 December 2020 and as outlined above.

The other option considered by the Appointments Committee was to delete the relevant Director's post and appoint 2 Heads of Service to take over the responsibilities. This option is more expensive [Two Heads of Service costs total £211,479 and thus leaves a shortfall of £58,251]. This, together with other disadvantages identified in the report presented to the Appointment Committee, resulted in this option being rejected.

This report is brought to Council for its approval to:

- make changes to the senior management structure including:
 - o remove the relevant Director's post; and
 - o creating a permanent role of Head of Regulation and Economic Development and
- amend the Constitution to reflect those changes.

The Chief Executive has the delegated authority to amend job titles and areas of responsibility. Whilst some of the changes to the staffing structure fall within this delegated authority – and the Monitoring Officer's delegated authority to amend the Constitution to reflect those decisions – there are other changes which require full Council approval.

The Constitution should be updated to reflect the Council's up-to-date structure.

C – Why is this a decision for the Executive?

Paragraph 2.15.2.1 of the Constitution stipulates that "*Changes to the Constitution will only be approved by the full Council after consideration of the proposal by the Executive...*".

CH – Is this decision consistent with policy approved by the full Council?

N/A

D – Is this decision within the budget approved by the Council?

The current budget funds one Director's post at a sum of £119,228 (including pension costs etc).

The cost of a Head of Service and grade 9 officer totals £165,182

There is a sum of £34,000 left in the Heads of Service and Senior Leadership Team budget following the restructuring in 2019 (referred to in paragraph 1 (Background) above).

There is therefore a shortfall of £11,954 between funding the Director's role and funding the two new roles.

The senior management team has undergone structural changes in previous years and these have represented savings:

2014/15	£138,000(restructure of Heads of Service)
2015/16	£300,000(restructure of Senior Team)
2018/19	£45,000 (remaining from combining Heads of Service posts)

On this basis therefore, whilst there is a shortfall as a result of this change, there remains an overall saving based on the 2015/16 figures.

It is likely that appointments will not be made until after 1 April 2021. On this basis, the actual costs for 2021/2022 will therefore be lower than the total noted in the Heads of Service and Senior Leadership Team budget.

If additional budget is required in 2021/2022, this will come from the reserve funds and the budget for 2022/2023 will be amended accordingly as part of the normal budget setting process.

E – Impact on our Future Generations(if relevant)

1	How does this decision impact on our long term needs as an Island	This decision will result in the Council having suitably qualified officers carrying out key roles. This will ensure that the Council will have the in-house capacity and expertise to lead in the areas of Economic Development and Regulation. These are elements which are fundamental to the objectives included in the Council's five year Plan. Work undertaken by the officers in these roles will improve the lives and opportunities of future generations.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority. If so, how:-	No, not directly but the recommendation will constitute a saving compared to the alternative solutions such as creating two new Heads of Service
3	Have we been working collaboratively with other	No as there would be no additional capacity

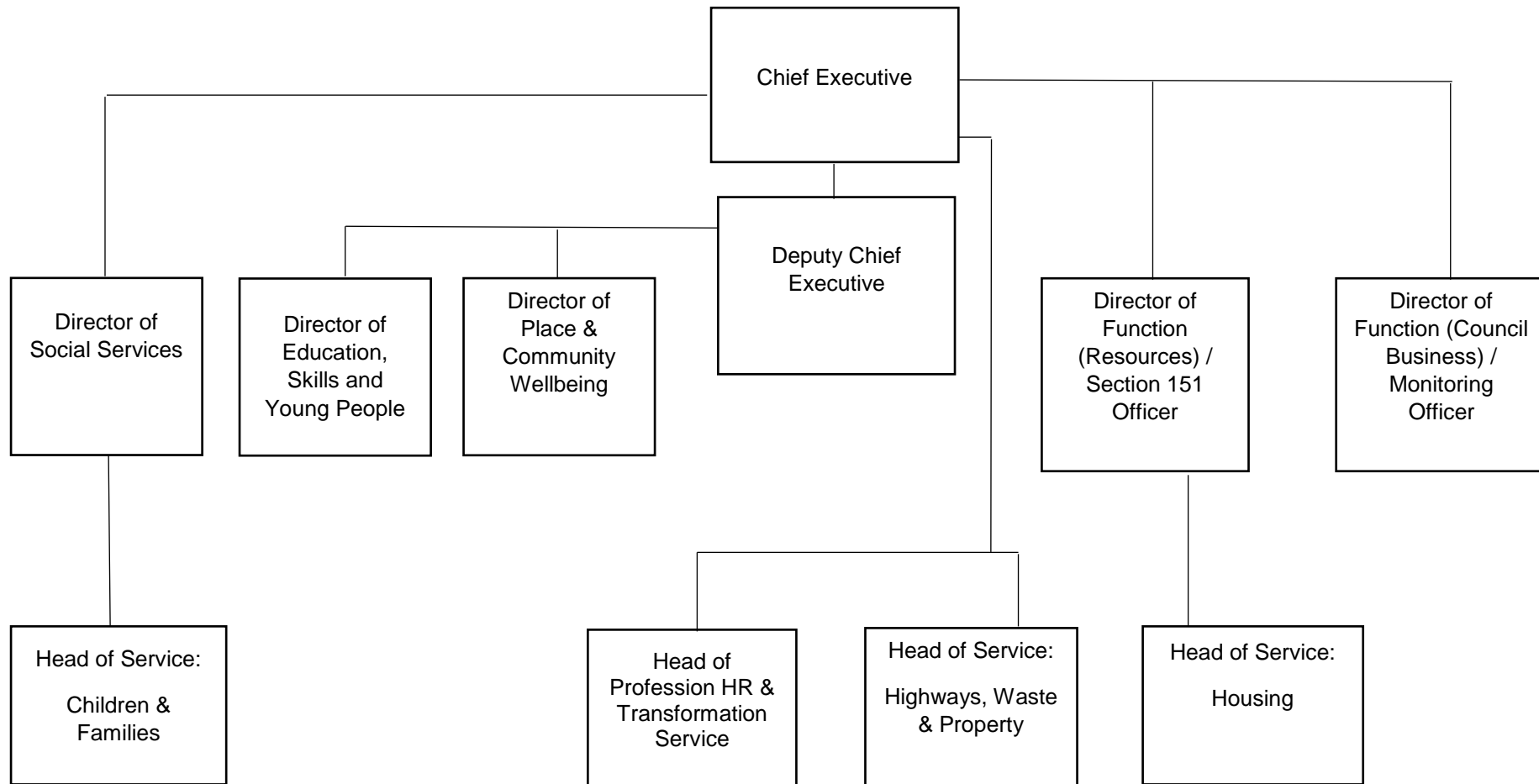
	organisations to come to this decision, if so, please advise whom:	
4	Have Anglesey citizens played a part in drafting this way forward? Please explain how:-	No
5	Outline what impact does this decision have on the Equalities agenda and the Welsh language	None as the proposal will involve recruitment in accordance with the Council's Equalities and Welsh Language Policies

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Comments included as part of the report.
2	Finance / Section 151 (mandatory)	Comments included as part of the report.
3	Legal / Monitoring Officer (mandatory)	Drafted the report under the instructions of the Chief Executive and confirms that the process accords with the requirements of the Constitution
4	Human Resources (HR)	Comments included as part of the report.
5	Property	
6	Information Communication Technology (ICT)	
7	Procurement	
8	Scrutiny	
9	Local Members	

F - Appendices:
Enclosure 1 Current Senior Leadership Team structure – to be removed from the Constitution Enclosure 2 Proposed Senior Leadership Team structure – to be included in the Constitution

FF - Background papers (please contact the author of the Report for any further information):

Isle of Anglesey County Council
Senior Leadership Team / Head of Service structure



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