

ISLE OF ANGLESEY COUNTY COUNCIL	
<b>Report to:</b>	<b>Executive and full Council</b>
<b>Date:</b>	<b>16.12.2019 and 10.03.2020</b>
<b>Subject:</b>	<b>Amendments to the Council's Constitution to reflect internal re-structure to the staffing model</b>
<b>Portfolio Holder(s):</b>	<b>Councillor Dafydd Rhys Thomas</b>
<b>Head of Service:</b>	<b>Lynn Ball</b>
<b>Report Author:</b> Tel: E-mail:	<b>Lynn Ball (Director of Function (Council Business) / Monitoring Officer)</b>
<b>Local Members:</b>	<b>Not a ward specific matter</b>

A –Recommendation/s and reason/s
<u>Background</u>
<p>1. A decision has been made by the Chief Executive to change the staffing structure of the Senior Leadership Team and Heads of Service. The Appointments Committee has made appointments in accordance with those changes.</p> <p>2. The amended staffing structure is to be reflected in the Council's Constitution and the delegation afforded to each member of the Senior Management Team to be updated accordingly.</p>
<u>Overview</u>
<p>3. The changes to the staffing structure include:</p> <ul style="list-style-type: none"> <li>(a) Changing job titles and specifications for members of the Senior Leadership Team / Heads of Service;</li> <li>(b) Removing the two roles of Assistant Chief Executives;</li> <li>(c) Creating one role of Deputy Chief Executive;</li> <li>(d) Removing the two roles of Head of Functions;</li> <li>(e) Creating five Director roles; and</li> <li>(f) Changing the reporting lines for some members of the Senior Leadership Team and Heads of Service.</li> </ul>

4. The Constitution, at Part 7, includes a structure format. What currently appears in the Constitution reflects the previous format. This is included as **Enclosure 1** to this report.
5. An amended format has been prepared to reflect the above changes and this is included as **Enclosure 2** to this report. It is proposed that **Enclosure 2** be inserted in Part 7 of the Constitution (rather than Enclosure 1).

Amendments possible to the Constitution without Council approval.

6. 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, the Heads of Function and the Heads of Service as he/she considers 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 and Corporate Transformation Service and the relevant Portfolio Holder(s). Any such changes will be within budget and compliant with the Council’s HR policies and processes…*”.
7. Under paragraph 3.5.3.6.6 of the Constitution, as Head of Function (Council Business) / Monitoring Officer, I have the 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 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.*”
8. In accordance with the delegation in paragraph 3.5.2.11, the Chief Executive has the delegated authority therefore to alter job titles and responsibilities for the SLT and Heads of Functions and Services (subject to consultation).
9. As part of the consultation, the Chief Executive has presented a report to the Appointments Committee, albeit such consultation is not compulsory. The Appointments Committee has no authority to agree the structural changes, only to recommend / appoint individuals to the new / amended roles.
10. The following changes are within the Chief Executive’s delegation to make and the Monitoring Officer’s delegation to action any such changes to the Constitution itself (namely, to alter job titles and the responsibility and delegation for those revised roles):

	<b>Previous Title</b>	<b>New Title</b>	<b>Relevant Paragraph in the Constitution for the delegated authority</b>	
	Head of Function (Resources) / s151 Officer	Director of Function (Resources) / s151 Officer	3.5.3.5	
	Head of Function (Council Business) / Monitoring Officer	Director of Function (Council Business) / Monitoring Officer	3.5.3.6	
	Head of Service (Adult Services)	Director of Social Services	3.5.3.7	
	Head of Service (Children's Services)	Head of Service: Children and Families and Deputy Director of Social Services	3.5.3.8	
	Head of Profession, HR and Corporate Transformation Service	Head of Profession HR and Transformation Service	3.5.3.9	
	Head of Service (Regulation and Economic Development)	Director of Place and Community Wellbeing	3.5.3.10	
	Head of Service (Highways , Waste and Property)	Head of Service: Highways, Waste and Property	3.5.3.11	
	Head of Service (Housing)	Head of Service: Housing	3.5.3.12	
	Head of Service (Learning)	Director of Education, Skills and Young People	3.5.3.13	

Amendments to the Constitution following Council approval.

11. 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...*” That is the basis of this report which asks for the Executive and full Council approval to the other amendments to the Council’s structure.
12. In the previous structure, there was a hierarchy of Chief Executive, followed by two Assistant Chief Executives; included with them on the Senior Leadership Team were the Head of Function (Resources) / s151 Officer and the Head of Function (Council Business) / Monitoring Officer. There were also 7 Heads of Service (who were not on the Senior Leadership Team). (This can be seen in **Enclosure 1**.)
13. In the new structure (**Enclosure 2**), the two Assistant Chief Executives roles are removed and a new single role of Deputy Chief Executive is created:

Previous Title	New Title	Relevant Paragraph in the Constitution for the delegated authority
Assistant Chief Executive (Governance and Business Process Transformation)	<i>Deleted</i>	3.5.3.2
Assistant Chief Executive (Partnership, Community and Service Improvement)	<i>Deleted</i>	3.5.3.3
<i>None</i>	Deputy Chief Executive	3.5.3.2

14. The new structure also alters the reporting lines between Heads of Service and the Senior Leadership Team; this amendment arises as a result of the introduction of Directors. In addition, whilst Housing will remain an independent Service, the Director of Function (Resources) / section 151 Officer will be line-managing the Head of Service: Housing.
15. Five Director roles have been created in total. Whilst the roles are new, they are amending the structure for individuals who are already in post as Head of Function/Service. The five Directors together with the Chief Executive and the Deputy Chief Executive will form the Senior Leadership Team.

16. There are now four Heads of Service, whose roles remain the same, albeit the Head of Children and Families' Service has also been appointed as the Deputy Director of Social Services. The titles have been slightly amended.
17. **Enclosure 3** includes a summary of the main changes made to the delegation of some of the above roles under the Constitution. Not all roles and/or changes are included (e.g. where terminology altered / additions made for a consistent approach across roles in the Senior Leadership Team / Heads of Service, these have not been included).
18. As a consequence of the new layer of Directors, a decision is required as to the role of the Appointments Committee when an appointment to the level of Director is required. The Appointments Committee's remit is included under paragraph 3.4.9 of the Constitution. On the basis the layer is on the same level as the s151 Officer and the Monitoring Officer, an assumption is made that future Director appointments will be made under the provision in 3.4.9.2 i.e. the Appointments Committee will interview and appoint individuals to the post.

**RECOMMENDATION:**

19. For full Council to:
- 19.1 Note the amendments and confirm its agreement to the new structure as included in **Enclosure 2** which shows: -
- a change in job titles and specifications to the Senior Leadership Team and Heads of Service roles,
  - the removal of two Assistant Chief Executive roles,
  - the insertion of one new Deputy Chief Executive role,
  - the removal of two Heads of Function roles,
  - the insertion of five new Director roles, and
  - an amendment to the reporting lines between members of the Senior Leadership Team and Heads of Service.
- 19.2 Confirm its approval to the insertion of **Enclosure 2** in the Council's Constitution;
- 19.3 Confirm its approval to the changes in the delegation noted in **Enclosure 3**; and
- 19.4 Confirm its approval for any future Director appointments to be made by the Appointments Committee; and
- 19.5 Confirm its approval for such other consequential amendments to be made to the Constitution to reflect the above recommendations.

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

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

This report is brought to Council for its approval to amend the Constitution to reflect the changes made to the Senior Management Structure including:

- removing the two Assistant Chief Executive posts and creating one Deputy Chief Executive post;
- the insertion of a new layer of Directors; and
- amending the line of responsibilities as a result of the new category of Directors on the Senior Management team.

The Constitution should be updated to reflect the Council's current 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 Corporate Management Team underwent a restructure in 2015/16 when IOACC agreed to have a Chief Executive and two Assistant Chief Executives. The budget in 2014/15 was £961k. Following the restructure, this was reduced to £682k.

In accordance with the current re-structure i.e. a Chief Executive, one Deputy Chief Executive and five Directors, the draft budget for 2020/21 has fallen to £568k.

The budget changes each year to allow for the pay award. If the 2014/15 budget is considered in line with 2020/21 prices, this figure is £1.08m. This is 90% higher than the actual budget for 2020/21 (£568k).

The current re-structure therefore represents a saving for IOACC.

<b>DD – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Senior Leadership Team (SLT) (mandatory)</b>	Decision to amend the Senior Management Structure made by the previous Chief Executive. Consultation with members of the SLT was made as part of the HR consultation process at that time.
<b>2</b>	<b>Finance / Section 151 (mandatory)</b>	Section D of this report has been completed by the section 151 Officer.
<b>3</b>	<b>Legal / Monitoring Officer (mandatory)</b>	Author of this report.
<b>4</b>	<b>Human Resources (HR)</b>	Comments incorporated as part of this Report
<b>5</b>	<b>Property</b>	N/A
<b>6</b>	<b>Information Communication Technology (ICT)</b>	N/A
<b>7</b>	<b>Procurement</b>	N/A
<b>8</b>	<b>Scrutiny</b>	N/A
<b>9</b>	<b>Local Members</b>	N/A
<b>10</b>	<b>Any external bodies / other/s</b>	N/A

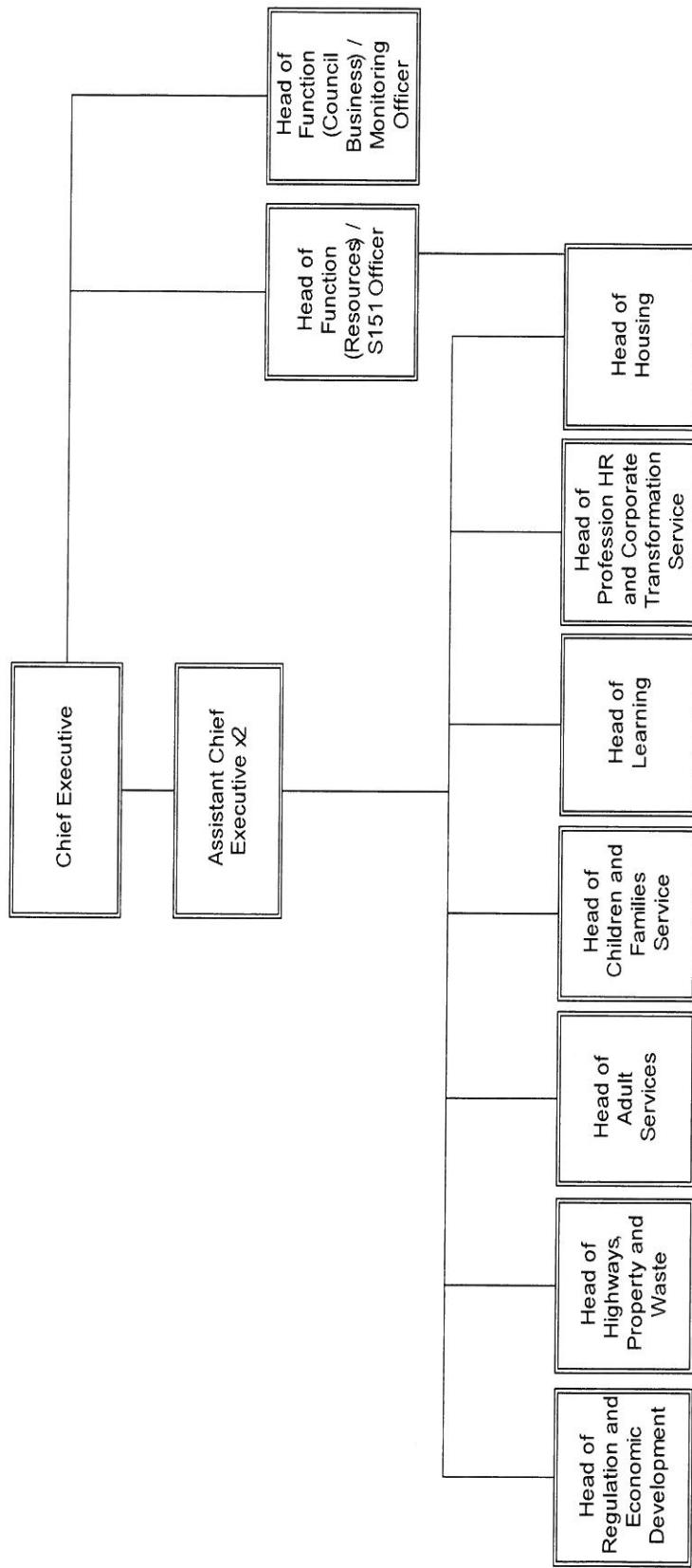
<b>E – Risks and any mitigation (if relevant)</b>	
<b>1</b>	<b>Economic</b>
<b>2</b>	<b>Anti-poverty</b>
<b>3</b>	<b>Crime and Disorder</b>
<b>4</b>	<b>Environmental</b>
<b>5</b>	<b>Equalities</b>
<b>6</b>	<b>Outcome Agreements</b>
<b>7</b>	<b>Other</b>

<b>F - Appendices:</b>	
<b>Enclosure 1</b>	Current Senior Leadership Team structure – to be removed from the Constitution
<b>Enclosure 2</b>	Proposed Senior Leadership Team structure – to be included in the Constitution
<b>Enclosure 3</b>	Summary of main Constitutional changes to the delegated authority of certain members of the Senior Leadership Team / Heads of Service

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

## Part 7 Management Structure

Isle of Anglesey County Council  
Senior Leadership Team and Heads of Service Structure Chart



November 2018

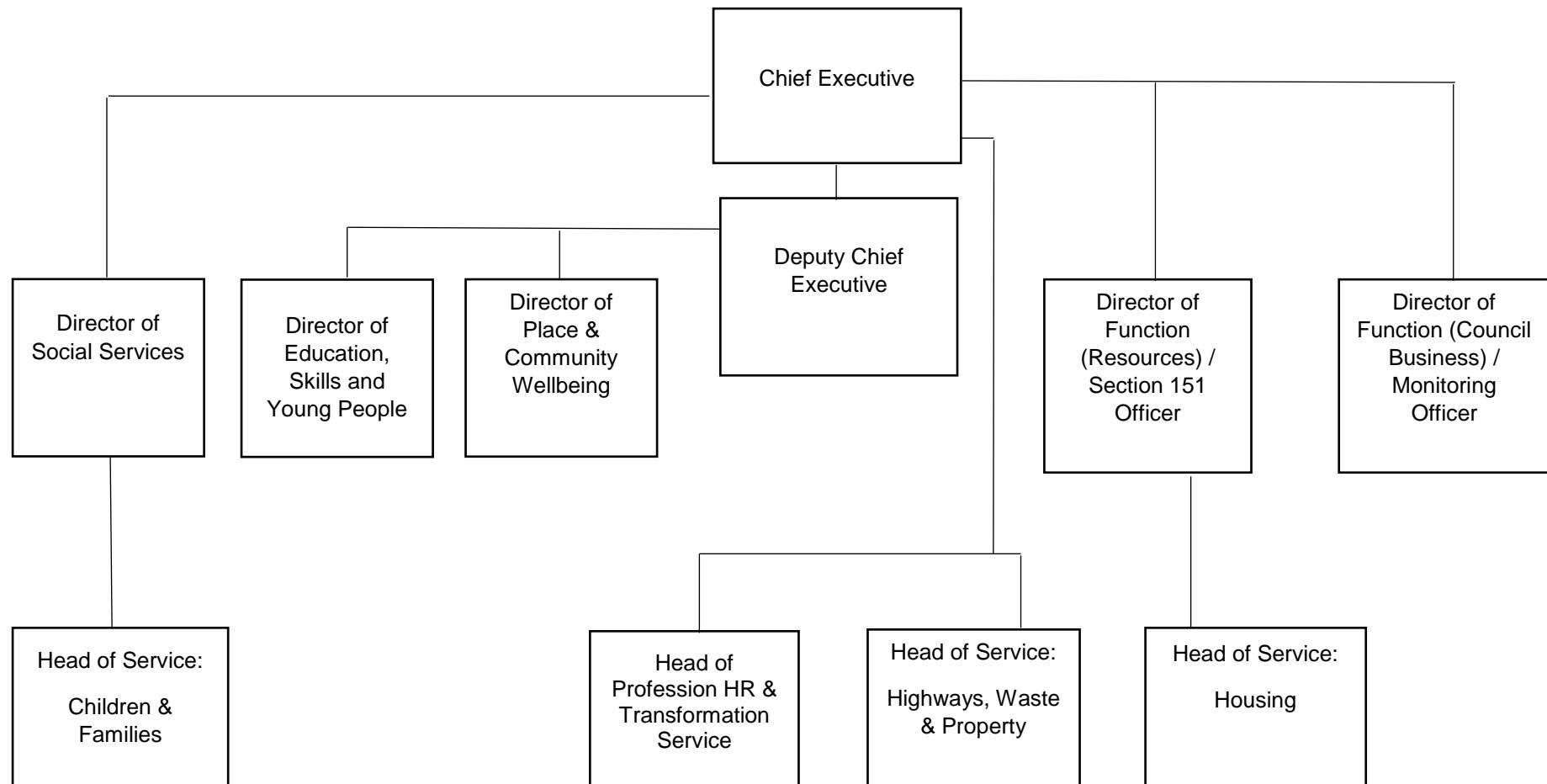
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Mae'r ddogfen yma hetyd ar gael yn y Gymraeg / This document is also available in Welsh

Official Sensitive

01/07/2019

Isle of Anglesey County CouncilSenior Leadership Team / Head of Service structure

<b>Previous Title</b>	<b>New Title</b>	<b>Changes to the Constitution</b>
Assistant Chief Executive x2 roles	----	<ul style="list-style-type: none"> <li>The two roles are removed</li> <li>The delegated authority in paragraphs 3.5.3.2 and 3.5.3.3 are deleted</li> </ul>
----	Deputy Chief Executive	<ul style="list-style-type: none"> <li>A new single role of Deputy Chief Executive is created.</li> <li>The new role amalgamates some of the responsibilities / delegated authority of the two previous Assistant Chief Executives and includes further responsibilities (in accordance with the job spec) and others so as to ensure consistency between members of the SLT. Created under paragraph 3.5.3.2 of the Constitution:</li> </ul> <p><i>3.5.3.2.1 to exercise the functions of a member of the Senior Leadership Team and collaborate with the Chief Executive to deliver the Council's vision, values and strategies; strategic and business planning, performance and policy; ensure good corporate and democratic governance, and promote continuous improvement</i></p> <p><i>3.5.3.2.2 to collaborate with the Chief Executive in advising and guiding the Council and its Executive on major strategic and policy options; act as ambassador for the Council and to be responsible for maintaining and preserving relationships with internal and external stakeholders as and when required; ensure the continuous improvement of the Council's governance and key services</i></p> <p><i>3.5.3.2.3 to exercise the functions of providing strategic leadership, guidance and professional advice on strategic and operational issues and constantly striving for organisational excellence</i></p> <p><i>3.5.3.2.4 to act as the link Senior Leadership Team member to specific services (which may be varied from time to time) in order to provide challenge, mentorship and ultimately performance management to the Directors and Heads of Service to include use of resources, alignment of service plans and objectives with corporate priorities, constantly striving for organisational excellence</i></p> <p><i>3.5.3.2.5 through mentoring and role modelling motivate the staff to realise the organisational vision and any cultural change required</i></p> <p><i>3.5.3.2.6 in consultation where appropriate with the relevant executive portfolio members to lead and deliver the Council's key transformation programme from time to time (non-exhaustive) (e.g. internal business practices, place shaping, school modernisation, transformation of adults and children's social services, leisure etc.)</i></p> <p><i>3.5.3.2.7 in consultation where appropriate with the relevant executive portfolio members to lead and deliver the Council's broader partnerships (non-exhaustive) such as the Public Services Board, Regional Partnership Board, Safer Communities, GwE and other regional service initiatives, Town and Community Councils, North Wales Police (e.g. domestic abuse, county lines, ACE etc).</i></p> <p><i>3.5.3.2.8 to exercise leadership for the following (non-exhaustive) whole-Council priorities e.g. Welsh language standards; economic development and sense of place; major infrastructure projects; school modernisation; gypsies and travellers; prevention strategy community safety; health and safety; modern slavery</i></p> <p><i>3.5.3.2.9 Work with the Chief Executive to engage with regional/national programmes while finding ways to maintain the organisation's ability to shape and influence key developments beyond the boundaries of Anglesey</i></p> <p><i>3.5.3.2.10 in the absence of the Chief Executive, as the nominated Deputy to the Chief Executive, to exercise the powers delegated to the Chief Executive.</i></p> <p><i>3.5.3.2.11 in collaboration with the relevant Director, Head of Service and/or Head of Function to lead the development and delivery of the Council's overall legal, finance and human resources strategy; ensuring services are aligned to the standards of the Wales and UK regulatory</i></p>

		<p><i>bodies</i></p> <p>3.5.3.2.12 to oversee the creation and implementation of robust performance management frameworks across the Council so that outcomes for citizens are monitored and improved and employees have regular developmental appraisal</p> <p>3.5.3.2.13 to lead on the development of place to build the stakeholder engagement that will deliver this strategic initiative that connects the public, private and community sectors to transform the Island as a premier place to live, work, invest and visit</p> <p>3.5.3.2.14 define and build the multi-agency approach to business and community engagement and the professional networks needed. This post will lead on the external implications.</p> <p>3.5.3.2.15 carry out any duties set out in relevant job description as amended from time to time and as required by the Chief Executive</p>
Head of Function (Resources) / s151 Officer	Director of Function (Resources) / s151 Officer	<ul style="list-style-type: none"> <li>• Change title (From Head to Director)</li> <li>• Two additional clauses to reflect the job description / what already appears under the delegation for other members of the SLT:</li> </ul> <p>3.5.3.5.21 as a member of the Senior Leadership Team to ensure that Corporate leadership is effective and that legal, finance and human resource services are aligned to the standards of the Welsh and UK regulatory bodies</p> <p>3.5.3.5.22 to act as line manager to the Head of Service: Housing</p>
Head of Function (Council Business) / Monitoring Officer	Director of Function (Council Business) / Monitoring Officer	<ul style="list-style-type: none"> <li>• Change title (From Head to Director)</li> <li>• The same as the above – the same clause inserted – for uniformity:</li> </ul> <p>3.5.3.6.7 as a member of the Senior Leadership Team to ensure that Corporate leadership is effective and that legal, finance and human resource services are aligned to the standards of the Welsh and UK regulatory bodies</p>
Head of Service (Adult Services)	Director of Social Services	<ul style="list-style-type: none"> <li>• Change title (From Head to Director)</li> <li>• Ten new clauses inserted to reflect the additional responsibilities as Director (as included in the job spec) and so as to ensure consistency between others at Director level:</li> </ul> <p>3.5.3.7.29 to exercise the functions as a member of the Senior Leadership Team, providing leadership, vision and strategic direction for the Council to deliver the Council's corporate priorities and objectives.</p> <p>3.5.3.7.30 to lead on developing the Council's response to the Social Services and Wellbeing (Wales) Act 2014 by supporting children, young people and adults "at risk" and strategies to allow older adults to be as independent as possible (this includes working in partnership with a range of internal and external partners including (non-exhaustive) Local Health Board, the third sector, independent sector, Town and Community Councils etc.).</p> <p>3.5.3.7.31 as a member of the Senior Leadership Team to ensure that corporate leadership is effective and that legal, finance and human resource services are aligned to the standards of the Welsh and UK regulatory bodies</p> <p>3.5.3.7.32 accountable for the quality and delivery of services for discharging social service functions (including (non-exhaustive) ensuring effective safeguarding arrangements; fostering effective joint working relationships both within and outside the local authority and drive the delivery of improved outcomes) and lead on developing a clear vision for Social Services designed to provide high quality services</p> <p>3.5.3.7.33 to lead on developing a Prevention strategy designed to support people of all ages that improves community and family resilience thus making a significant contributions to the Council's preventative and managing demand agenda;</p> <p>3.5.3.7.34 to have overall responsibility for the strategy for supporting Gypsies and Travellers;</p>

		<p>3.5.3.7.35 as a member of the Senior Leadership Team to contribute to the development of Safer Communities strategies and developments;</p> <p>3.5.3.7.36 to act as the link Senior Leadership Team member to specific services (which may be varied from time to time) in order to provide challenge, mentorship and ultimately performance management to the Heads of Service to include use of resources, alignment of service plan and objectives with corporate priorities, constantly striving for organisational excellence</p> <p>3.5.3.7.37 to represent the Council on the Regional Partnership Board</p> <p>3.5.3.7.38 to ensure the Information Advice and Assistance service (IAA) is effective in supporting people achieve their well-being outcomes</p>
Head of Service (Children's Services)	Head of Service: Children and Families and Deputy Director of Social Services	<ul style="list-style-type: none"> <li>• Change title (to include Deputy Director role)</li> <li>• New clause inserted to reflect the additional responsibility as Deputy Director of Social Services:</li> </ul> <p>3.5.3.8.11 to undertake the statutory functions of the Director of Social Services in the absence of the Director of Social Services, as included in any Protocol which may be amended from time to time in accordance with legislation and/or local choice.</p>
Head of Profession, HR and Corporate Transformation Service	Head of Profession HR and Transformation Service	<ul style="list-style-type: none"> <li>• Change title (slightly) in line with job specification and to ensure consistency in the format of job titles across all in the same job roles</li> </ul>
Head of Service (Regulation and Economic Development)	Director of Place and Community Wellbeing	<ul style="list-style-type: none"> <li>• Change title (From Head to Director)</li> <li>• Seven new clauses inserted to reflect the additional responsibilities as Director (as included in the job spec) and so as to ensure consistency between others at Director level:</li> </ul> <p>3.5.3.10.36 to provide advice and professional leadership to the Council and its Committees, the Senior Leadership Team, ensuring continuous improvement and driving the modernising and change management programme within the Service.</p> <p>3.5.3.10.37 to exercise the functions as a member of the Senior Leadership Team, providing leadership, vision and strategic direction for the Council to deliver the Council's corporate priorities and objectives and taking the lead in relation to Place and Community Well-being matters.</p> <p>3.5.3.10.38 to lead the place shaping agenda by co-ordinating economic, environmental, tourism and community well-being functions, inspiring community well-being, resilience and engagement to develop local well-being plans aligned with the Well Being of Future Generations principles.</p> <p>3.5.3.10.39 to act as the link Senior Leadership Team member to specific services (which may be varied from time to time) in order to provide challenge, mentorship and ultimately performance management to the Heads of Service to include use of resources, alignment of service plan and objectives with corporate priorities, constantly striving for organisational excellence</p> <p>3.5.3.10.40 to lead on Health and Safety compliance and as a member of the Senior Leadership Team to contribute to Safer Communities strategies and developments;</p> <p>3.5.3.10.41 as a member of the Senior Leadership Team to ensure that corporate leadership is effective and that legal, finance and human resource services are aligned to the standards of the Welsh and UK regulatory bodies</p> <p>3.5.3.10.42 to act as lead ambassador for the Council by representing and promoting the area at local, regional and national levels, and raising the profile of the Island, and developing co-operation with external partners including Town and Community Councils</p>

Head of Service (Highways , Waste and Property)	Head of Service: Highways, Waste and Property	<ul style="list-style-type: none"> <li>Change title (very slightly) in line with job specification and to ensure consistency in the format of job titles across all in the same job roles</li> </ul>
Head of Service (Housing)	Head of Service: Housing	<ul style="list-style-type: none"> <li>Change title (very slight) in line with job specification and to ensure consistency in the format of job titles across all in the same job roles</li> </ul>
Head of Service (Learning)	Director of Education, Skills and Young People	<ul style="list-style-type: none"> <li>Change title (From Head to Director)</li> <li>Amending the current remit of the role to include:  <i>3.5.3.13.1 To provide leadership across all aspects of the Service's work. This includes leading on championing children's rights; co-ordinating arrangements to improve young people's skills, well-being and resilience; furthering collaboration and integration; working with a range of partners to ensure that skills development is effective at all levels (non-exhaustive) e.g. pre-school, schools, college, university and training providers, Town and Community Councils, to improve standards and outcomes for all learners; specialist and preventative services; ensuring that all capital programmes and grants are aligned with corporate and service delivery plans, and the development of lifelong learning across libraries, museums and archives</i></li> <li>Six new clauses inserted and amendments made to current clauses so as to reflect the additional responsibilities as Director (as included in the job spec) and so as to ensure consistency between others at Director level:  <i>3.5.3.13.60 to exercise the functions as a member of the Senior Leadership Team, providing leadership, vision and strategic direction for the Council to deliver the Council's corporate priorities and objectives and taking the lead in Education, Skills and Young People.</i>  <i>3.5.3.13.61 to act as the link Senior Leadership Team member to specific services (which may be varied from time to time) in order to provide challenge, mentorship and ultimately performance management to the Heads of Service to include use of resources, alignment of service plan and objectives with corporate priorities, constantly striving for organisational excellence</i>  <i>3.5.3.13.62 to work with the Safeguarding Children's Board to ensure that all responsibilities and expectations are met in full and contribute to Safer Communities strategies and developments;</i>  <i>3.5.3.13.63 as a member of the Senior Leadership Team to ensure that corporate leadership is effective and that legal, finance and human resource services are aligned to the standards of the Welsh and UK regulatory bodies</i>  <i>3.5.3.13.64 to lead on establishing strong working relationships with other educational providers (non-exhaustive) including early years, further and higher education, training providers.</i>  <i>3.5.3.13.65 to drive the corporate school modernisation strategy and change management programme within the Service</i>  <i>3.5.3.13.66 to act as lead ambassador for the Council by representing and promoting the Authority at local, regional and national levels, and rising the profile of the Island, and working with a range of partners including Town and Community Councils to improve young people's well-being and personal resilience</i></li> </ul>