

Meeting of:	<b>Cabinet</b>
Date of Meeting:	<b>Monday, 13 September 2021</b>
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Review of Senior Executive Leadership Team Structure
Purpose of Report:	To report on the recent consultancy review of the Senior Executive Leadership Team structure and to make recommendations for change.
Report Owner:	Executive Leader and Cabinet Member Performance and Resources
Responsible Officer:	Steve James, External HR Consultant
Elected Member and Officer Consultation:	As a matter relating to the business organisation, no specific ward member consultation is necessary. Group Leaders have however been made aware of the report and its contents, as have Trade Union representatives and all Chief Officers.
Policy Framework:	This report is a matter for Executive decision by the Cabinet. However, Council must approve final proposals for organisational change regarding Chief Officer structures.
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• This report sets out the findings of the recent analysis of the Council’s senior management structure, in response to Cabinet’s decision of 12 May 2021 to commission an external consultancy review of the structure.</li> <li>• The report proposes the high-level organisational structure that will be required to deliver the ambitious agenda set out in the Corporate Plan 2020-25 and sets out the broad direction of travel for how the organisation would work in the future.</li> <li>• In particular, this report proposes the immediate structural changes required to: <ul style="list-style-type: none"> <li>• Build the senior level capacity and capability to drive the transformational changes to service delivery required in the Corporate Plan;</li> <li>• Ensure appropriate operational leadership and management to maximise opportunities from the emerging national and regional agenda; and</li> </ul> </li> </ul>	

- Develop a leadership direction that provides the basis for an organisation structure for 2022/23 and beyond that will embed the capacity and capability needed to fully implement the new operating model and deliver services as envisaged in the Corporate Plan.

## **Recommendations**

1. That Cabinet approves the proposed reorganisation of the first and second tier structure, including new and changed roles, as detailed in the report and recommends this proposal to Council.
2. That Cabinet approves and recommends to Council the deletion and creation of the following posts in line with the detail contained in this report and as part of the proposed structure and recommends these proposals to Council:
  - a. Deletion of the post of Managing Director;
  - b. Creation of the post of Chief Executive;
  - c. Creation of the post of Director of Corporate Resources; and
  - d. Creation of the post of Director of Place.
3. That Cabinet notes the proposed consultation process and implementation timetable.
4. That Cabinet refer this report to Corporate Performance & Resources Scrutiny Committee for consideration and to agree that any recommendations made by the Scrutiny Committee be considered at a Special Full Council meeting to be held on Tuesday 28<sup>th</sup> September, 2021.

## **Reasons for Recommendations**

1. To enable Cabinet and Council to fully consider the findings of the review and the underlying business case for the recommended structural changes.
2. To provide Cabinet and Council with the analysis to agree formal proposals for organisational change to be recommended to Council in order to deliver the Corporate Plan.
3. To enable the Head of Human Resources and Organisational Development to begin preparations for formal staff consultation on the proposed changes, subject to Council approval.
4. To enable the report to be considered by the Corporate Performance & Resources Scrutiny Committee to allow any comments made at that Committee to be reported to a special meeting of Council, along with the report from Cabinet as the recommendations require a decision by Council.

## **1. Background**

- 1.1 The Cabinet decision in response to the report of 12 May 2021 authorised the Head of Human Resources and Organisational Development in conjunction with the Leader to commission an external review of the Council's senior management arrangements. This was in the light of new legislation, the strategic demands of the Corporate Plan 2020-25 and learning from the delivery of services during the pandemic. Following an objective procurement process this piece of work was commissioned from the Society of Local Authority Chief

Executives (Solace), a not for profit organisation created to support local authorities on a range of Human Resources and Organisational Development projects.

**1.2** The content of the review was agreed to include:

- A review of the alignment of the strategic leadership team and structure, having regard to reporting lines and direct reports, including transparency, cost and efficiency.
- Consideration of the issues of strategic capacity and resilience, having regard to key corporate priorities.
- Consideration of the learning arising from Covid-19 response and recovery.
- Consideration of the Local Government & Elections (Wales) Act 2021, having regard to structural, organisational and reward implications, including the need to appoint a Chief Executive.
- A review of departmental and operational structures and alignment where issues need to be addressed.

**1.3** The nature of the outcomes of the review were therefore intended to be broadly strategic in nature, with a view to:

- Ensuring the effective delivery of the Corporate Plan 2020-25;
- Assuring Members that the senior management organisation design is appropriate in terms of structure, capacity and capability to deliver the Council's priorities;
- Looking to the future to build resilience and succession into the organisation and to create flexibility, grow talent, provide opportunities and future proof capacity and capability;
- Ensuring compliance with the Local Government & Elections (Wales) Act 2021;
- Creating organisational design alignment to maximise the opportunities from Corporate Joint Committees & wider Welsh Government priorities and funding; and
- Assuring Members that learning from the Covid experience has been taken into account.

**1.4** Following a diagnostic piece of work that has included interviews, management forums, document reviews and comparative research, the review has been concluded and this report captures the key findings and recommendations.

## **2. Key Issues for Consideration**

**2.1** The findings show a baseline position for the Council's operations that is very positive. However, there are apparent strains and tensions in the organisation's design and structural arrangements that could have a material impact on operational service delivery and/or the achievement of the strategic objectives set out in the Corporate Plan.

**2.2** In particular, the Council is productive, effective, efficient, well run and well led. It consistently meets or outperforms operational targets and is rated as good, or better than other councils in Wales. It has successfully plotted a course that

continues to deliver quality services in increasingly efficient ways. Its people management achieves good outcomes with high levels of engagement, a stable workforce and good retention.

- 2.3** However, austerity has cut deep and most services are operating at de minimus levels of resource and successive restructures have led to an organisation structure by default rather than by design with some key elements missing in terms of specific posts, skills and knowledge.
- 2.4** The Senior Executive Leadership Team work well together, with collegiate and collaborative ways of working becoming more prevalent through the pandemic, where finding solutions to business critical service issues became paramount. Their flexibility and urgency when facing change in this context has proved invaluable and should be built upon.
- 2.5** The Managing Director is well regarded throughout the organisation, but it is also apparent that the structure leaves the post stretched too thin and the incumbent is consistently drawn into management issues rather than being able to concentrate time and effort on the strategic and the externally focused agendas where greater opportunities to make more impact may exist.
- 2.6** It is apparent that the operational focus of directorates and their ownership of resources can result in insular behaviours that prioritise directorate needs above the longer term strategic priorities of the Council as a whole. Particularly where they are cross cutting and Council-wide.
- 2.7** The review therefore confirms that the Vale of Glamorgan Council is successful at delivering services, within budget and to a high standard. It also stresses that the current senior leadership structure and organisation design achieves this outcome through focusing on predominantly operational delivery from within directorate frameworks.
- 2.8** It is also apparent that successive budget reductions have, appropriately, prioritised front-line service and stripped out enabling, strategic and support resources. The pandemic has also forced new ways of working and greater collaboration in the delivery of service, but directorates continue to own resources and deploy them to meet directorate priorities rather than corporate objectives.
- 2.9** However, given finite resources this is not an unexpected behaviour or outcome. The Council will therefore have to maintain the balance between resourcing current service delivery, backfilling services where the pandemic has reconfigured service priorities and investing in the future, as set out in this report. The need to triangulate these priorities was consistently raised throughout the review and at all levels of the organisation consulted.
- 2.10** Given this position, the strategic pressures on the Vale of Glamorgan to meet increasing demand for services and to respond to national and regional

opportunities for growth and partnership working cannot realistically be met from the current leadership structure.

- 2.11** Changes in how services are delivered and how the Council responds to new opportunities will increasingly depend on its ability to deliver cross cutting corporate change that will require change to be managed beyond and across current directorate arrangements and on an increasingly corporate basis.
- 2.12** As an example, the Annual Delivery Plan is made up of over 300 individual actions, of which nearly 2/3rds are strategic in nature – focusing on corporate priorities like climate change, transport and infrastructure, digital transformation, customer service transformation, partnership, participation and community engagement and cultural change. As a result, whilst the actions are part of the wider ranging, cross cutting, multi-service, corporate and transformational change, they are typically led and managed within directorate frameworks and budgets and alongside operational prioritisation.
- 2.13** As a result, transformational change such as this is typically being delivered vertically from within directorates rather than horizontally and driven by a strong corporate and strategic core. Consequently, the limited strategic leadership, capacity, programme resources and governance risks failure to deliver on these key strategic priorities and fundamental elements of the Corporate Plan.
- 2.14** It is, therefore, important that the positive outcomes of the current structure are maintained and built upon. The Council must continue to deliver excellent universal services, driving civic pride and building trust through relentlessly reliable services. It must also continue to deliver the help, support and pathways to people in need, delivering services that reach out to those most at risk, triaging the help and support that they need and finding appropriate solutions.
- 2.15** However, shifting the balance to enable greater strategic focus and the delivery of the broader change agenda will require more than a reprioritisation of budgets, a change in leadership job titles and new reporting lines. It will need a more significant change to how the Council is structured, how it is led and how it works, causing a reboot to the system that builds an enhanced strategic core.
- 2.16** In particular the first area where this need is most apparent is in creating the leadership capacity and capability to drive forward the strategies in the Corporate Plan that build the Vale of the future. Ensuring the economic and physical foundations of the Vale and overseeing the development of a new place in line with the Council's vision. In particular this renewed leadership focus would bring together the strategic ownership and programme delivery of cross cutting projects, working across the Council and with regional and national partners to deliver new transport and infrastructure projects, drive the Council's response to climate change, integrated planning and regeneration and coordinated housing strategies.
- 2.17** This point is accentuated by the outcomes of the Local Government and Elections (Wales) Act 2021 and related regulations which will focus increasing decision making and funding for Place related planning, investment and implementation through the Corporate Joint Committees (CJs). In particular those related to

strategic development planning, transport and infrastructure, economic regeneration and well-being, including climate change, in addition to the regional activities in this space emerging from the regional transport authorities and strategic planning panels. As a result, the Vale of Glamorgan needs to be structured in such a way as to ensure the right level of capacity and capability at leadership level to engage fully with the CJs and related regional and national stakeholders in order to maximise the opportunities that will emerge for the people of the Vale.

- 2.18** The second area is driven by the need to reconfigure parts of the organisation so as to bring together the enabling functions of the Council to be part of the same strategic objective and support the delivery of the priorities in the Corporate Plan. Thus creating a joined up approach to how the Council manages its enabling functions and supports transformational change by integrating plans, actions, resources and delivery rather than disaggregating them and delegating to separate directorates to own and deliver them independently.
- 2.19** Neither of these objectives could be met from the current structure which could be seen to be working against this strategic direction.
- 2.20** In addition, notwithstanding the need to create a Chief Executive under the Local Government and Elections (Wales) Act 2021, the creation of a Chief Executive to replace the Managing Director post, without consideration of how to provide the structural support to address these issues, would also be destined to fail. The new role would simply become as stretched as the current Managing Director post.
- 2.21** Possible structural options that included variations of the status quo (with a Chief Executive replacing the Managing Director but with the same second tier) or single additional posts only (with either additional resource leading the enabling functions or the Place agenda) were rejected as not providing the capacity and capability needed to achieve the Corporate Plan objectives.
- 2.22** It is therefore recommended that the Vale of Glamorgan Council:
- Deletes the post of Managing Director and creates a new post of Chief Executive (the latter role profile is included as Appendix 1), as required under the Local Government and Elections (Wales) Act 2021. This ensures compliance with the requirement under the new legislation as the post will lead the Council's paid service in providing excellent services to the people of the Vale of Glamorgan. It will also be the Council's lead adviser on overall policy, strategic planning, budgeting and performance. The role will also provide direction, leadership and management to the Senior Executive Leadership Team. In reference to the role of Electoral Registration Officer as this statutory role works hand in glove with the role of Returning Officer albeit the '21 Act is silent on the issue of remuneration for the same.
  - The Chief Executive would also be responsible, at a corporate level, for the efficient operation of elections at the local level and will be the authority's de facto Returning Officer and Electoral Registration Officer, albeit that specific responsibilities relating to the running of elections will be delegated as appropriate. In line with the legislation, this small element of the Chief Executive's role will not attract any

additional remuneration and all current arrangements for such electoral duties would cease.

- Creates a new post of Director of Place (the role profile is included as Appendix 2). This post will identify opportunities to deliver the Council's strategic place shaping agenda and find means of realising the full value of those opportunities through direct action, securing the necessary resource, adapting policy, commissioning, clienting, and partnership working. They will work constructively and proactively with other areas of the Council and with external partners on the highest quality of business planning, service design, investment and project implementation to ensure a relentless focus on delivering the strategic agenda and optimising the financial, economic, social and environmental return for the Council and the people of the Vale of Glamorgan. The Director of Place will also lead the Council's response to the climate emergency by reducing carbon emissions. This will be achieved through collaborative plans with support from businesses, partners and others to limit the climate crisis.
- Creates a new post of Director of Corporate Resources (the role profile is included as Appendix 3). This post will be responsible for the financial and performance management of the Council, the delivery of all professional support services and for championing customer service. The role will lead and direct the strategic delivery of a range of professional and advisory activities for the Council ensuring they fully support the delivery of the Corporate Plan and support the effective operational delivery of services and transformational change. The role will ensure that all professional and advisory services, including finance, procurement, business management, ICT and digital, policy, business transformation and programme management, legal and democratic and HR and OD functions support the strategy by delivering high quality, customer-focussed services.

- 2.23** The current senior leadership structure and the recommended structure are shown as Appendix 4 and 5 respectively.
- 2.24** Whilst the functions and broad service portfolios for each Director are included in the role profiles and in the brief outline above, it is expected that once these Directors are in post, they will review their next tier structures to ensure appropriate fit and focus, given the strategic agenda.
- 2.25** Appendix 5 therefore simply shows the 'new' Director posts with the relevant configuration of services and functions rather than a structure of third tier posts. Should any further organisational change be required, this will follow due process and will be presented to Cabinet in due course.
- 2.26** This structure also establishes a more consistent hierarchy at leadership level and addresses the issues raised that some, but not all, Heads of Service form part of the current Senior Executive Leadership Team. Under this structure it will be important for the Chief Executive to ensure that the dual leadership dynamic of a Senior Executive Leadership Team of Directors and statutory officers and a separate wider leadership team of Directors and Heads of Service is brought together to work collaboratively as often as possible. It is anticipated that the



statutory officers (Section 151 Officer and Monitoring Officer) will form part of the membership of the Senior Executive Leadership Team.

- 2.27** In order to ensure that the Council is able to attract and appoint the highest quality candidates, it will be important to benchmark the reward packages for all three of these new posts (Chief Executive and two Directors) against the market. All the posts include elements of high-level specialist expertise that may carry a premium in the market and so may require some flexibility within the Chief Officer Pay Policy.
- 2.28** On a related point, there was consistent feedback from the review that, whilst staff retention as a whole is good (the average length of service is at least 12 years), in some specialist roles attrition risks are increasing and recruitment is proving difficult. This is being attributed to pay and grading issues but this needs to be explored further and a wider diagnostic piece of work carried out to ascertain the issues, causes and remedies, should this report be accepted or otherwise.
- 2.29** The external review therefore concludes that, if the Council continues to operate in the same way and with the current structure (even with a Chief Executive in place of a Managing Director), it will maintain a successful status quo, targets will be met and the future will be much like the present. However, there is an opportunity at this point for the Vale of Glamorgan to transform and significantly improve the way in which the Council operates and delivers services and also grasp the significant strategic opportunities that exist at a local, regional and national level in order to be even more successful. With investment in the right capacity and capability at a leadership level this is achievable.

### **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** The recommended reconfiguration of the senior leadership structure is driven predominantly by the need to create capacity and capability at leadership level to drive forward the long term, strategic agenda for the Council and for the people of the Vale of Glamorgan. It therefore sits firmly within the ways of working and well-being objectives to 'look to the long term'.
- 3.2** The recommendations also take significant steps towards creating a more cohesive and collaborative approach to strategy and transformation at leadership level that cuts through directorate limitations and restrictions and also creates a structure that can maximise opportunities to work in partnership with external partners. This is wholly in line with the ways of working and well-being objectives to 'take an integrated approach' and 'work in a collaborative way'.

## **4. Resources and Legal Considerations**

### **Financial**

- 4.1** The recommendations contained in this report are limited to the changes to the Senior Executive Leadership Team at Director level only and so do not include any possible future change at levels below this (see para 2.24 and 2.28). As a result, the financial impact can only be taken in comparison to the current staffing costs at this level. The offset of these costs by any future changes cannot therefore be considered in the context of this report.
- 4.2** The report is clear that the appointment of the Chief Executive and the Director of Corporate Resources and Director of Place will be subject to the Vale of Glamorgan Employee Pay Policy 2021/22 (included in the background papers), notwithstanding the need to ensure appropriate benchmarking to ensure competitiveness in the market (see para 2.27).
- 4.3** As a result, there are likely to be some minor adjustments to overall costs in relation to the Chief Executive's market rate and the recommendation to cease payment of additional remuneration to cover election duties. It is reasonable to assume that these will, at worst, net off and at best provide for a small saving.
- 4.4** The material cost associated with the proposal is the initial additional cost of the two new Directors. These will carry an additional financial burden on the Medium Term Financial Plan (MTFP) of up to £280,00 per annum in 2022/23, dependent on the starting salary for the successful candidates. Up to £72,000 would be required in 2021/22 if appointment is concluded by Quarter 4.
- 4.5** As indicated above, this cost may be mitigated in 2022/23 depending on how the Directors build their leadership teams and plan for changes to the MTFP for their services. It may be, for example, that the new role of Director of Place could be partly self-financing if it is able to generate new income streams into the service.
- 4.6** However, it would be prudent to reflect the initial gross cost in the MTFP. In this context the additional cost of £72,000 in the current year would be met by the Policy Budget with the full year cost being a cost pressure to be approved for future years.
- 4.7** This is clearly an important investment decision in order to assure delivery of the Council's strategic priorities and Corporate Plan. It may be that other investments may need to be reprioritised next year in order to implement these changes in the short term and this will be reflected in the budget planning for 2022/23.

### **Employment**

- 4.8** Subject to any amendments from Cabinet and/or Council, consultation will begin with those impacted by the changes in line with Council's organisational change and restructure guidelines. Trades unions colleagues will also be consulted in line with the Council's culture and policy in this regard. Discussions have already

taken place with the relevant trade unions throughout this process, including through the Change Forum process.

- 4.9** The purpose of consultation will be to consider any feedback and alternative suggestions. A complementary consultation process will also consider feedback from the wider leadership team who are not directly impacted by the implementation of the interim structure but may be affected by the longer-term proposals set out above.
- 4.10** The initial period of consultation in the report is set at 30 days in line with the Council's standard period of consultation for change of this nature.
- 4.11** The new posts identified in the proposals have been evaluated using the Council's standard methodology and are graded accordingly. The appendices attached highlight the technical aspects of the role only.
- 4.12** Subject to any appointments that may arise from either assimilation or ring-fenced processes, wider recruitment (internally and externally) will take place in line with Council policy.

#### **Legal (Including Equalities)**

- 4.13** Council has a statutory responsibility to designate one of their officers as the Head of Paid Service and requires Council to ensure that such officer is subject to reasonable terms and conditions as Council sees fit. The recommendations within this report seek to ensure that this statutory responsibility is fulfilled, by replacing the post of Managing Director with that of Chief Executive (in line with the requirements of the Local Government and Elections (Wales) Act 2021). It has been clarified that this post will not need to be advertised as the current post holder is already designated as Head of Paid Service.
- 4.14** In terms of the new Directors posts, the Local Authorities (Standing Orders) (Wales) (Amendment) Regulations 2014 require a Council to publicly advertise posts where it wants to appoint a Chief Officer and pay an annual remuneration of over £100,000 (unless the appointment is for a period of no longer than 12 months).
- 4.15** Any decision to appoint to the post of Director(s) by the Senior Management Appointments Committee following the recruitment and selection process will be ratified by full Council.
- 4.16** The recommendation and proposals within this report are subject to and in compliance with the provisions of the Local Government and Elections (Wales) Act 2021.
- 4.17** The recommendations and proposals within this report are subject to and in compliance with the Employment Rights Act [1996]. In addition, the proposals and consultation process identified will take into account the provisions of the Equality Act [2010] for any postholder(s) identified as within scope possess protected characteristics.

- 4.18 Currently and in relation to the Legal implications, there is no matter within the report that should be brought to the attention of the Council's Monitoring Officer.
- 4.19 The consultation process and associated steps as identified within this report accord with the Council's legal duty to further its Public Sector Equality Duty.

## **5. Background Papers**

- [Cabinet report of 12 May 2021 \(Consideration of Senior Management Structure Within the Council\)](#)
- [Vale of Glamorgan Employee Pay Policy 2021/22](#)

## **CHIEF EXECUTIVE ROLE PROFILE & RESPONSIBILITIES**

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### **MAIN PURPOSE OF POST**

- To lead the Council's paid service in providing excellent services to the people of the Vale of Glamorgan
- Act as the Council's lead adviser on matters of overall policy and management, including the co-ordination of strategic planning, budgeting and performance management.
- Exercise management responsibility over and provide leadership and direction to the Senior Executive Leadership Team. As the leader of the Senior Executive Leadership Team, take a lead role in establishing the future direction and shape of the Council.

### **LEADERSHIP RESPONSIBILITIES**

- To provide leadership of the Council, ensuring policy objectives are achieved and services planned, commissioned and delivered in an efficient and effective way.
- To lead transformational change, cultural change and organisational development across the Council to maximise the opportunity for advancement and ensure that the Council's values and behaviours are upheld.
- To ensure delivery of the Council's budget priorities and the effective use of the Council resources.
- To lead the development of a culture of collaborative working relationships within the Council and with colleagues from partners and other agencies to ensure the effective delivery of services across the Vale of Glamorgan.

### **STRATEGIC RESPONSIBILITIES**

- Undertake the functions of the Chief Executive in accordance with Section 55 of the Local Government and Elections (Wales) Act, 2021, including promoting the effective, economic and efficient deployment of the Council's resources.
- Provide timely advice to the Council on all matters of policy and statutory requirements to enable the Council to make informed decisions.
- Establish and drive forward a corporate management style and identity, and a performance management culture which reflects the Council's Vision and Values.
- Support Members of the Council in developing their vision and priorities and advise the Council on the most appropriate response to internal and external

pressures for change. Ensure the paid service is organised optimally to deliver agreed strategy and lead and co-ordinate significant programmes of change to the Council's organisation, culture and structure.

- Ensure appropriate mechanisms are in place to monitor and control the administration, organisation and management of the Council's resources and activities. Recommend any changes perceived to be necessary in the interests of value for money. Determine the most effective utilisation and deployment of resources in order to implement the Council's priorities and statutory responsibilities within allocated budgets.
- Build effective and constructive relationships with key stakeholders and partners in order to promote successful partnership arrangements within the Vale of Glamorgan, with neighbouring authorities and relevant partner organisations and to promote the Council regionally and nationally.
- Ensure effective mechanisms for establishing and monitoring high standards and effectiveness of all aspects of relevant service provision. Ensure that robust Finance, Audit, Health and Safety and Scrutiny arrangements are in place. Ensure effective governance arrangements are in place to discharge the Council's statutory and legislative responsibilities.
- Manage the Council's reputation, ensuring that it acts, at all times, in the best interests of the Vale of Glamorgan and that its activities are explained to stakeholders in an open and transparent manner.
- Provide strategic management and professional advice to the Council, on all matters of corporate strategy and policy. Ensure that all relevant Strategic Plans, policies and statutory requirements are effectively developed and implemented.
- Promote the support and development of staff through appraisal, training and development programmes. Promote and maintain a positive relationship with all employees and their respective trade unions in the interests of developing a climate of harmonious and constructive employee relations.
- Actively promote the role of the Council at local, regional and national level as appropriate.
- Act as the Council's statutory Returning Officer and Electoral Registration Officer and oversee the management of all elections affecting the Vale of Glamorgan. In this capacity the post holder will ensure the elections are administered effectively and that, as a result, the experience of voters and those standing for election is a positive one.
- Ensure full compliance with corporate policies and processes by management and staff across the Council and actively promote and encourage the adoption of Council policies and initiatives.
- Any other duties consistent with the nature, level and grade of the post as may be assigned by the Council.

## **DIRECTOR OF PLACE ROLE PROFILE & RESPONSIBILITIES**

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### **MAIN PURPOSE OF POST**

- The Director of Place is responsible for setting clear and measurable priorities to create and share prosperity in the Vale of Glamorgan and achieve the Council's Corporate Plan. This will be done by defining and orchestrating a portfolio of activities to enhance town centres and neighbourhoods, so they are resilient, sustainable, inclusive, equitable, economically productive, and support good health and wellbeing.
- The role will identify opportunities to deliver the Council's strategic agenda and find means of realising the full value of those opportunities through direct action, securing the necessary resource, adapting policy, commissioning, clienting, and partner working.
- The role will work constructively and proactively with other areas of the Council and partners on the very highest quality of business planning, service design, investment and project implementation to ensure a relentless focus on delivering the strategic agenda and optimising the financial, economic, social and environmental return on investment for the Council and the people of the Vale of Glamorgan.
- It will achieve economic and physical growth of the region and ensure that the Council achieves its objectives in relation to carbon reduction and improvement of environmental outcomes.
- The Director of Place will play a lead role, alongside the Chief Executive, in ensuring the Council is an active partner in the Cardiff Capital Region and all initiatives and opportunities that emerge from regional and national collaboration.
- The role will lead the Council's approach to economic development, ensuring the economic foundations for improved lives in the Vale.
- The Director of Place will lead the Council's response to the climate emergency by reducing carbon emissions. This will be achieved through collaborative plans with support from businesses, partners and others to limit the climate crisis.

### **LEADERSHIP RESPONSIBILITIES**

- To contribute towards the corporate management and leadership of the Council as a member of the Senior Executive Leadership Team, ensuring policy

objectives are achieved and services planned, commissioned and delivered in an efficient and effective way.

- To act as lead Director on corporate areas of activity, policy and organisational development as required.
- To support the delivery of the Council's budget priorities and the effective use of the Council resources.
- To develop a culture of collaborative working relationships with colleagues from other agencies to ensure the effective delivery of services and management of resources.

### **STRATEGIC RESPONSIBILITIES**

- To provide, with Senior Executive Leadership Team colleagues, leadership of the physical, social, technical and economic regeneration of the Vale of Glamorgan.
- To lead conceptualisation and delivery of the strategic vision as it relates to the future of the Vale, creating and delivering strategic and effective regeneration programmes to drive progress.
- To ensure effective leadership and delivery of all economic development activities whether through programme or project management to secure successful transformational change across the region.
- To embed appropriate governance, programme management and stewardship for delivery of capital programmes.
- To ensure partnerships are created, developed and maintained across the, region and nationally in order to generate resources and opportunities which will secure growth and raise aspirations and opportunities.
- To determine the best models of service delivery, which deliver a high quality customer experience and achieves high quality performance as measured by national and other relevant benchmarking data. And where this involves change to the current delivery model, to then support the change for the organisation and staff in an effective manner.
- To build a cohesive management team and Directorate that supports and delivers the Council's vision to regenerate the Vale.
- To be an advocate for the Council, promoting and enhancing the authority's image, forming strategic alliances and developing effective working relationships on a local, regional and national basis.
- To promote the council's values and equal opportunities with communities, businesses and staff, through personal example, integrity, engaged leadership, open commitment and clear action.



## **SERVICE RESPONSIBILITIES**

- Providing guidance and support to Elected Members to help them translate their political priorities into initiatives that deliver the intended outcomes for residents.
- Providing direction and leadership of economic, social and physical regeneration programmes across the Vale of Glamorgan by gathering and interpreting intelligence and ensuring strategies align to grant specifications.
- Leading the sourcing of partners and negotiating contracts that continually achieve value for money for the Council.
- Delivering excellent client, management and contract oversight of all external service providers, ensuring appropriate delivery levels are met.
- Working collaboratively with counterparts in neighbouring authorities to drive forward regional regeneration and renewal plans.
- Providing clear leadership and management direction to achieve the operational delivery of the following services:
  - Area regeneration
  - Spatial planning and policy
  - Development Management
  - Strategic transportation strategy, planning and policy
  - Environmental sustainability and Climate Change
  - Business Support, Enterprise and Inward Investment
  - Major Project Management
- Developing comprehensive three-year service plans for each area that will underpin and support of the achievement of the Corporate Plan. Establishing governance procedures, clear objectives and performance monitoring for the above.
- Actively involving all parts of the community – individuals, community groups, businesses and organisations and working closely with regional bodies and government agencies.
- Setting and meeting exacting standards for regeneration, economic development, environmental quality and urban design, sustainable development issues, community engagement, environmental awareness, planning services, strategic transport, programme and project management, inward investment and partnership development, all of which should be continuously monitored and reviewed.
- The delivery of services in support of:
  - Seeking funding opportunities
  - Making submissions for external funding bids
  - Managing the tender process against each project
  - Project management, including setting objectives, milestones and timetables and establishing the requirements and systems of monitoring these.

- Putting in place training and support activities for the community and partners involved
- Ensuring the integrity and quality of systems.
- Taking responsibility for ensuring that the co-ordination and integration of regeneration initiatives is taken forward and ensuring effective support is available.
- Ensuring compliance with any relevant statutory powers and enactments in particular with relation to statutory town planning functions.
- Setting the policy and strategic priorities for development and planning.
- Commissioning the delivery of outcomes through property use and transactions, capital works and economic development activities.
- Providing strategic leadership for the Council's strategies in relation to private and rented sector housing supply.
- Increasing jobs and boosting opportunities in the local economy by working with contractors committed to local job creation and encouraging them to use local labour.
- Ensuring all policy including the statutory planning policy framework supports the delivery of the Council's strategic agenda for inclusive economic growth.
- Continually looking for opportunities to increase 'inclusive growth' by working across the Council to enhance the skills and employability of residents and to develop its socio-economic strategies.
- Marketing and promoting the County in compelling ways to attract visitors, investors and businesses.
- Championing sustainability and ensure that regeneration plans and the maintenance of the physical environment support the development of a carbon neutral environment.
- Leading the Council's relationship with neighbouring authorities, regional bodies and government agencies in the development of both County wide and Regional regeneration and renewal plans.
- Providing leadership for defined expertise/professional disciplines to ensure that the Council accesses best practice and delivers quality outcomes for customers.
- To perform any other duties imposed by law, or which the Chief Executive may reasonably require.

## **DIRECTOR OF CORPORATE RESOURCES ROLE PROFILE & RESPONSIBILITIES**

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### **MAIN PURPOSE OF POST**

- The Director of Corporate Resources is responsible for the financial and performance management of the Council, the delivery of all professional support services and for championing customer service.
- This role is the Council's strategic lead on all matters relating to the allocation and prioritisation of resources across the Council through the annual budget setting process and ensuring value for money and continuous improvement throughout the system.
- This role has overall responsibility for all of the Council's professional and support services and platforms (e.g. customers services), performance improvement, programme delivery, performance and financial management, assurance and governance arrangements.
- The role will lead and direct the strategic delivery of a range of professional and advisory activities for the council ensuring they fully support the delivery of the Corporate Plan and support the effective operational delivery of services.
- The role will ensure that all professional and advisory services, including finance, procurement, business management, ICT and digital, policy, business transformation and programme management, legal and democratic and HR and OD functions support the strategy by delivering high quality, customer-focussed services.
- The Director of Corporate Resources will lead the effective governance of the authority through development of corporate governance arrangements, risk management, reporting frameworks and corporate decision-making arrangements.
- They will oversee the development of a medium-term financial strategy and the annual budgeting process to ensure financial balance and a monitoring process to ensure its delivery. They will also ensure the Council's statutory responsibilities are delivered effectively within the remit of the role, specifically S151 and Monitoring Officer responsibilities, either directly or through delegation.
- The Director will provide leadership, management and direction to corporate transformation and change programmes. The Director will work with leadership colleagues and service teams to drive transformational change and improvement activity across the organisation and deliver organisational and service changes on time and to budget.

### **LEADERSHIP RESPONSIBILITIES**

- To contribute towards the corporate management and leadership of the Council as a member of the Senior Executive Leadership Team, ensuring policy objectives are achieved and services planned, commissioned and delivered in an efficient and effective way.
- To act as lead Director on corporate areas of activity, policy and organisational development as required.
- To support the delivery of the Council's budget priorities and the effective use of the Council resources.
- To develop a culture of collaborative working relationships with colleagues from other agencies to ensure the effective delivery of services and management of resources.

### **STRATEGIC RESPONSIBILITIES**

- To oversee an integrated suite of enabling services (finance, legal, ICT, policy, business transformation, HR, procurement etc.), that drives how the Council manages its finances, people, assets and third parties in support of the Council's Corporate Plan and so that they can deliver day to day and improve when its required.
- Developing and implementing the annual finance and business planning processes that enables the leadership team to set objectives and performance standards for the Council in line with the Corporate Plan.
- Curating and leading an integrated monthly performance management process that tests delivery against budget, objectives and performance standards as well as other relevant measures. The Director will also lead an integrated monthly assurance process that tests the Council's compliance with key statutory and other regulatory requirements.
- Acting as the client or client-side advisor for all corporate contracts and providing professional leadership for all commercial matters in the Council, providing advice, guidance and support to the Chief Executive and Members in their dealings with wholly owned and third-party commercial entities. This may include the effective and efficient running of the commercial activities of the Council, including the provision of specific operational services to partners and customers.

### **SERVICE RESPONSIBILITIES**

- To co-ordinate the translation of the Council's vision and Corporate Plan into a framework of coherent and aligned strategies across the Council's support services
- To provide high-quality advice and insight for the Cabinet regarding the most effective models for support services to facilitate the outcomes stated in the

Council's Corporate Plan and their delivery together with other emerging priorities

- To take a lead role in the scoping and implementation of any alternative service delivery models for support services
- To lead the efficiency agenda across the Council ensuring synergies are identified and realised. Specifically to lead on the financial planning, HR, procurement, digital and business transformation delivery plan elements of the agenda.
- To identify and make the most of existing and potential synergies across the work of the Council's support service areas, plus those of existing or potential partner organisations, to deliver improved outcomes
- To assess the strategic and organisational impact of growing service demand, increased financial pressures and a commitment to the provision of improving services; and to advise on all of the options (including innovative responses) and associated implications
- To promote a strong culture of performance management across the Council and Resources Directorate to ensure high levels of performance, the meeting of performance targets and the continuous improvement and development of services.
- Effective co-ordination of resources across support services, improving service performance, whilst achieving budget control.
- Provide assurance to Cabinet, Chief Executive and Members that the quality of advice offered in relation to key strategic choices is of the highest quality. Ensuring compliance with legal, regulatory and best practice principles in the delivery of support service provision.
- To ensure that there are clear communications and well defined accountabilities within the Directorate.
- To explore opportunities to improve the effectiveness and efficiency of services through collaboration and partnership working and by pursuing external funding to support Directorate activities.
- To ensure a responsive customer focused approach in the delivery of services.
- To ensure that the principles of equality of opportunity are integrated and actively pursued across the Council and within the Directorate.
- To perform any other duties imposed by law, or which the Chief Executive may reasonably require.

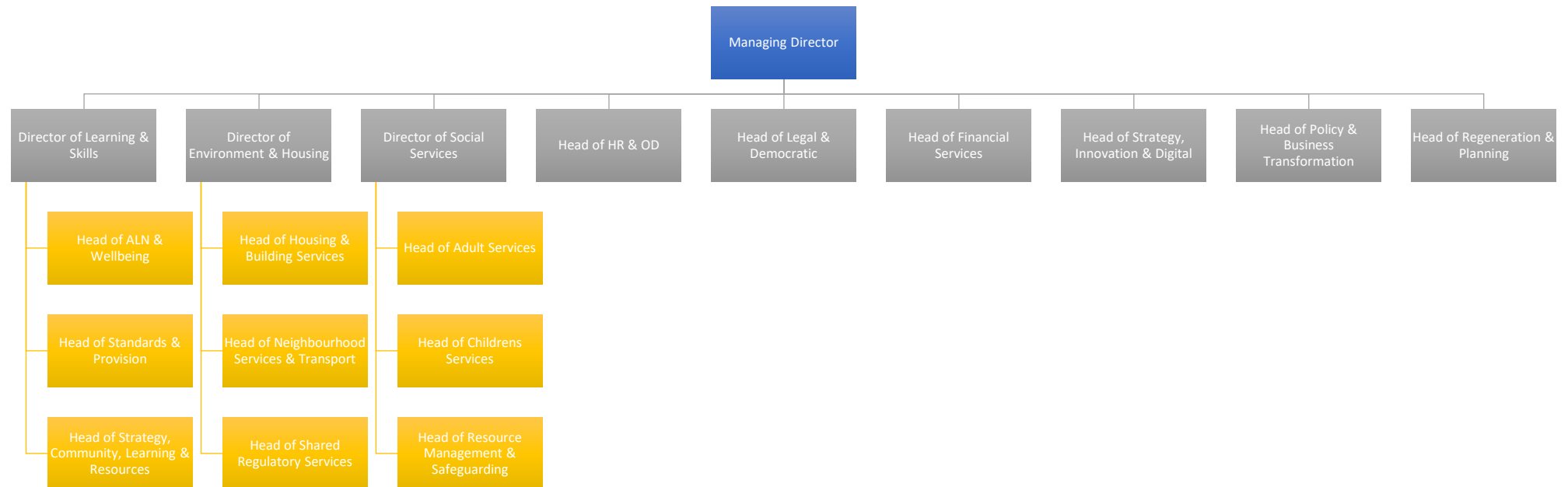


# Review of Senior Leadership Team Structure for the Vale of Glamorgan

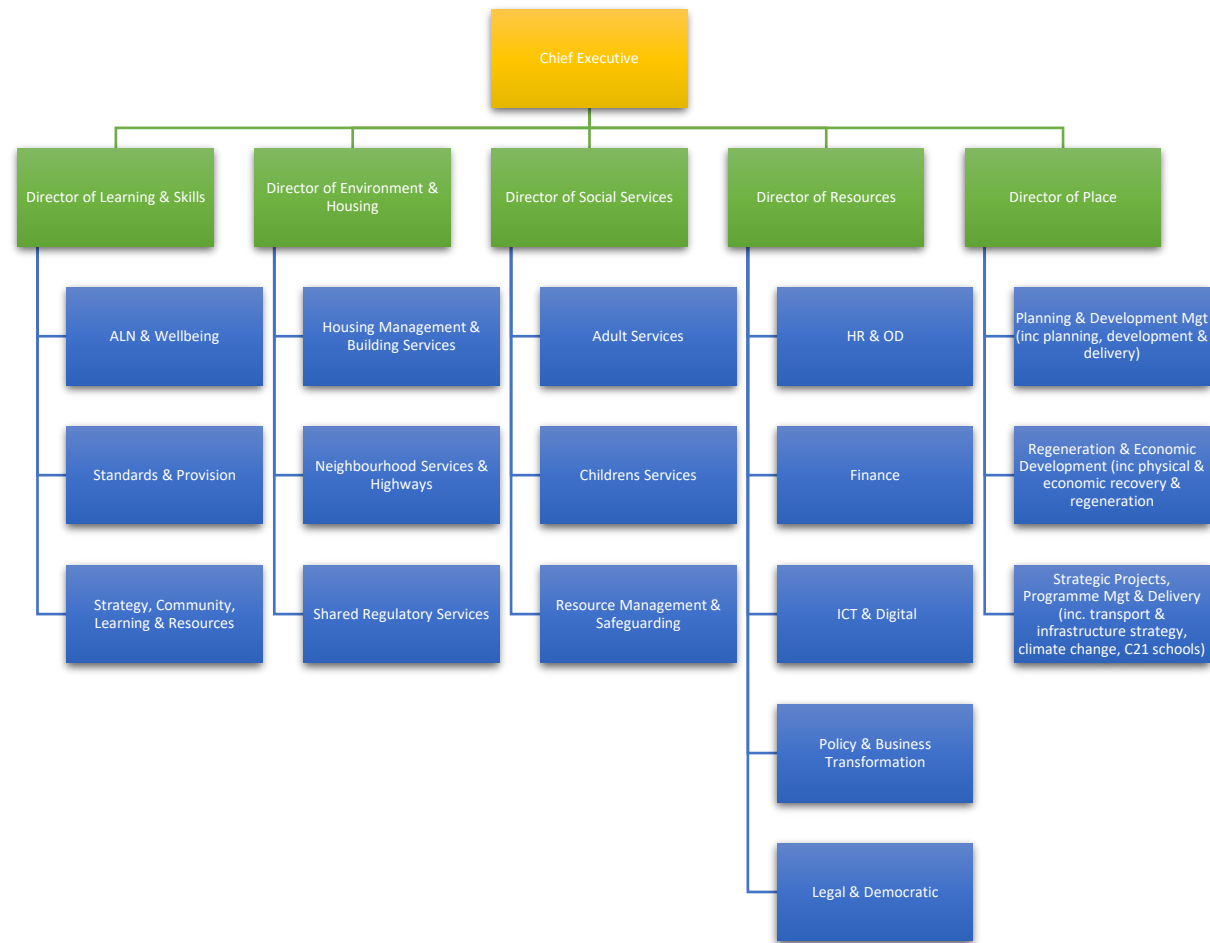
Cabinet Report

Appendices

# Appendix 4: Current organisation design



# Appendix 5: Recommended organisation design



Functional building blocks to be included in new directorates showing service areas only – NOT designated Heads of Service