



Review of Leadership Structure of Vale of Glamorgan

Scrutiny Committee: Corporate Performance & Resources



Drivers for Review & Possible Change

- **Strategic**
 - Ensure delivery of the Corporate Plan 2020-25
 - Assure members that org design is appropriate (structure, capacity & capability) to deliver priorities
- **Legislative**
 - Ensure compliance with Local Government & Elections (Wales) Act 2021
 - Create org design alignment to maximise opportunities from Corporate Joint Committees & wider Welsh Government priorities and funding
- **Covid**
 - Assure members that learning from Covid experience is embedded in the org design



Overview: Baseline Position

Council

- ✓ Productive – meets or outperforms current targets
- ✓ Effective – rated as good, if not better than other councils in Wales
- ✓ Efficient – budget reductions to meet funding

Organisation

- ✓ Well run and well led
- ✓ Good levels of engagement
- ✓ Stable workforce with good retention

SLT

- ✓ Strong dynamic (collegiate & collaborative)
- ✓ Flexible and responsive to urgency and change (eg Covid)
- ✓ Leadership well regarded as driver of change

? Austerity has cut deep and most services are operating at de minimus levels of resource

? Successive restructures have led to org design by default rather than design with key elements missing (posts, skills, knowledge)


? Org fatigue from Covid

? Pay & Reward issues re competitiveness

? Operational focus and directorate ownership can lead to insular behaviour – not lack of willingness to collaborate

? Strategic priorities underpowered at a senior level

? MD role spread too thin and internally focused as a result

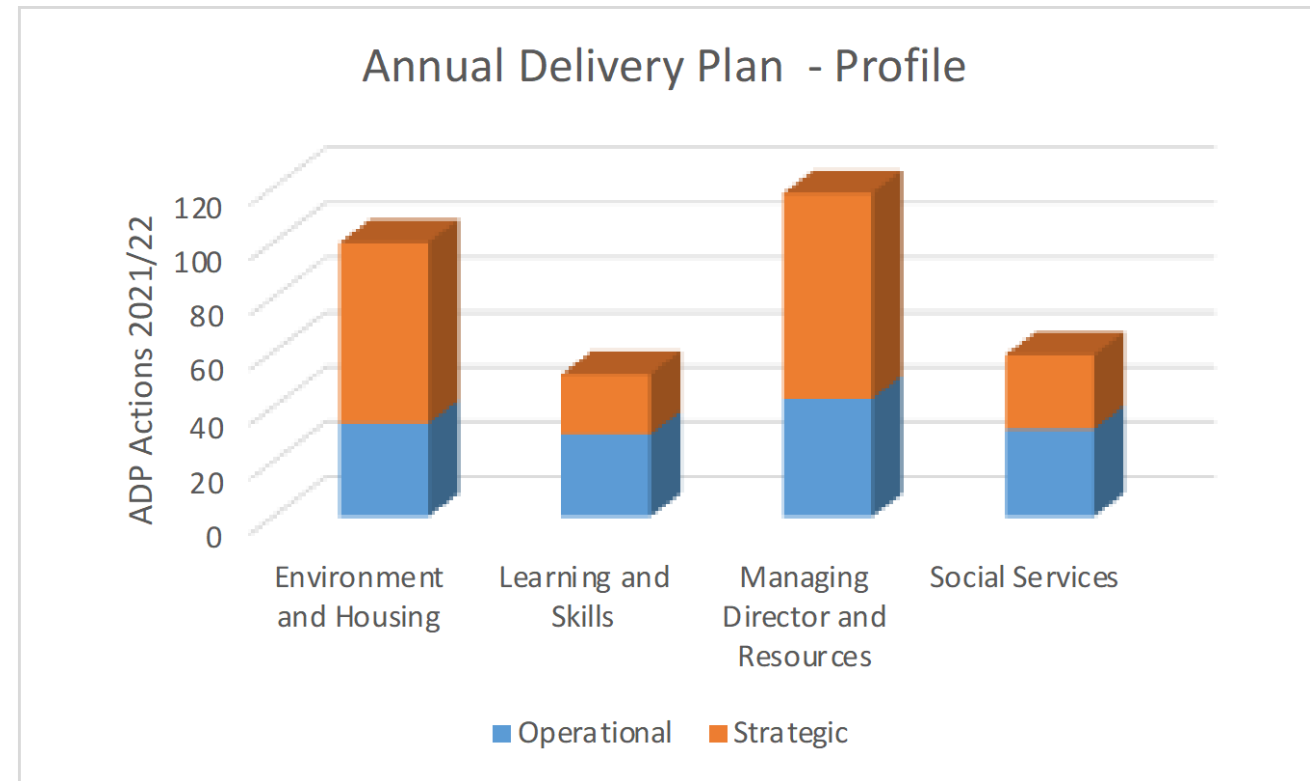


Overview: Strategic Pressures, Opportunities & Demands

- **The Vale is successful at delivering services within budget and to a high standard.**
 - The current org design achieves this outcome through focusing on predominantly operational delivery from within directorate silos.
- **The strategic pressures on the Vale to meet increasing demand for services and respond to national and regional opportunities for growth and partnership working will require change to be managed beyond directorate silos and on a corporate basis.**
 - This is likely to mean investment to fill capacity and capability gaps without diminishing operational delivery

Annual Delivery Plan: Strategy is being delivered vertically

- 60% of Delivery Plan Actions are strategic in nature (climate change, transport & infrastructure, digital transformation, customer service transformation, partnership, participation and community engagement and cultural change).
- The remainder typically focus on continuous improvements and upgrades on what is being done
- Limited strategic capacity, capability, leadership, programme resources, governance etc risks failure to deliver on strategic priorities





What Needs to Change?

- ✓ **Delivers excellent universal services:** Driving civic pride and building trust through relentlessly reliable services
- ✓ **Delivers help, support and pathways for people:** Creating services that reach out and find those most at risk, triages the help & support they need and finds solutions
- **Struggling to build the Vale of the future:** Ensuring the economic and physical foundations for the Vale and overseeing the development of a new place
- **Struggling to create a joined up approach to organisational change:** Integrating the council's corporate services better to support and deliver transformation of the whole system
- 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 with an enhanced strategic core.

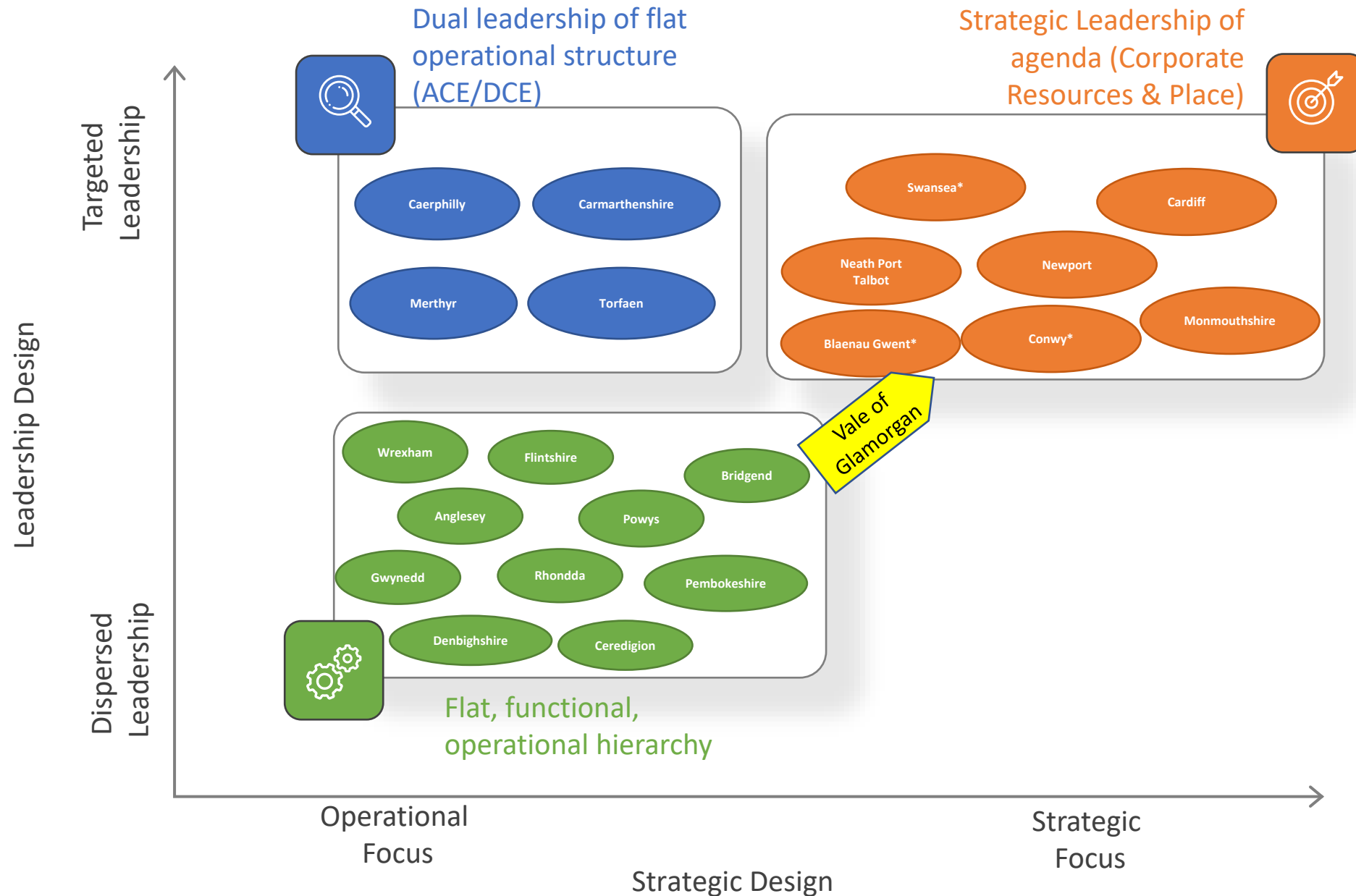
What's the prize?

- **From an effective and efficient status quo**
 - Continuing to operate in the same way will maintain a successful status quo and targets will be met, however the future will be much like the present and opportunities will be lost

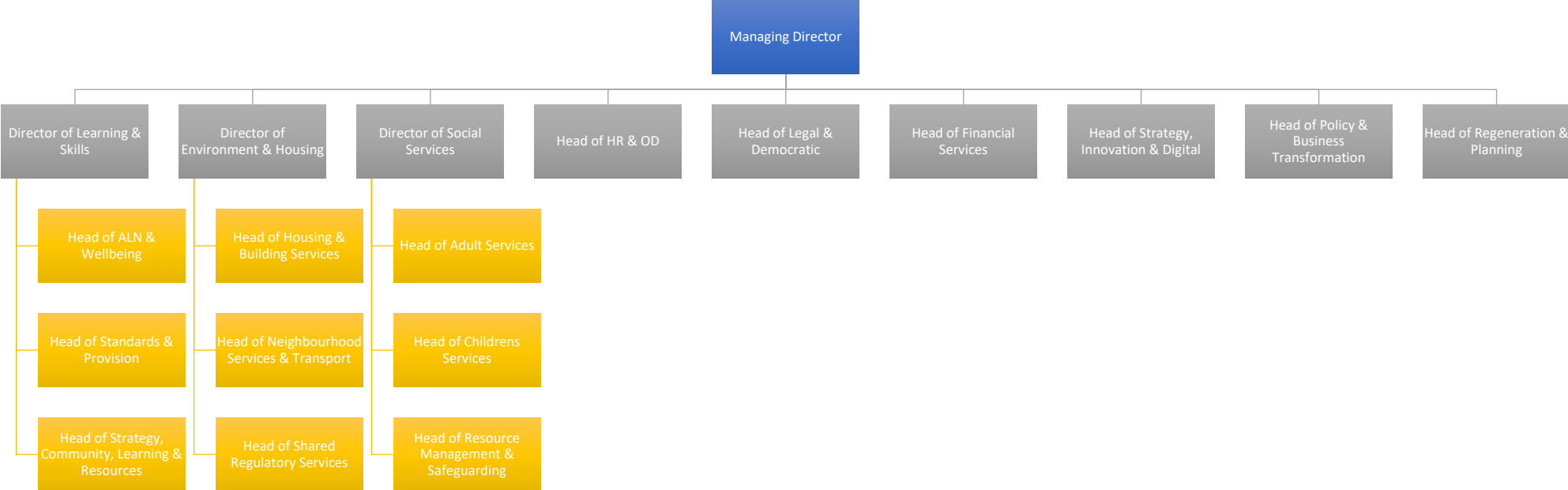
To

- **An ambitious future captured in the Corporate Plan and based on growth, development and transformation**
 - Investment in the leadership needed to be ambitious and grasp the opportunities to be even more successful.

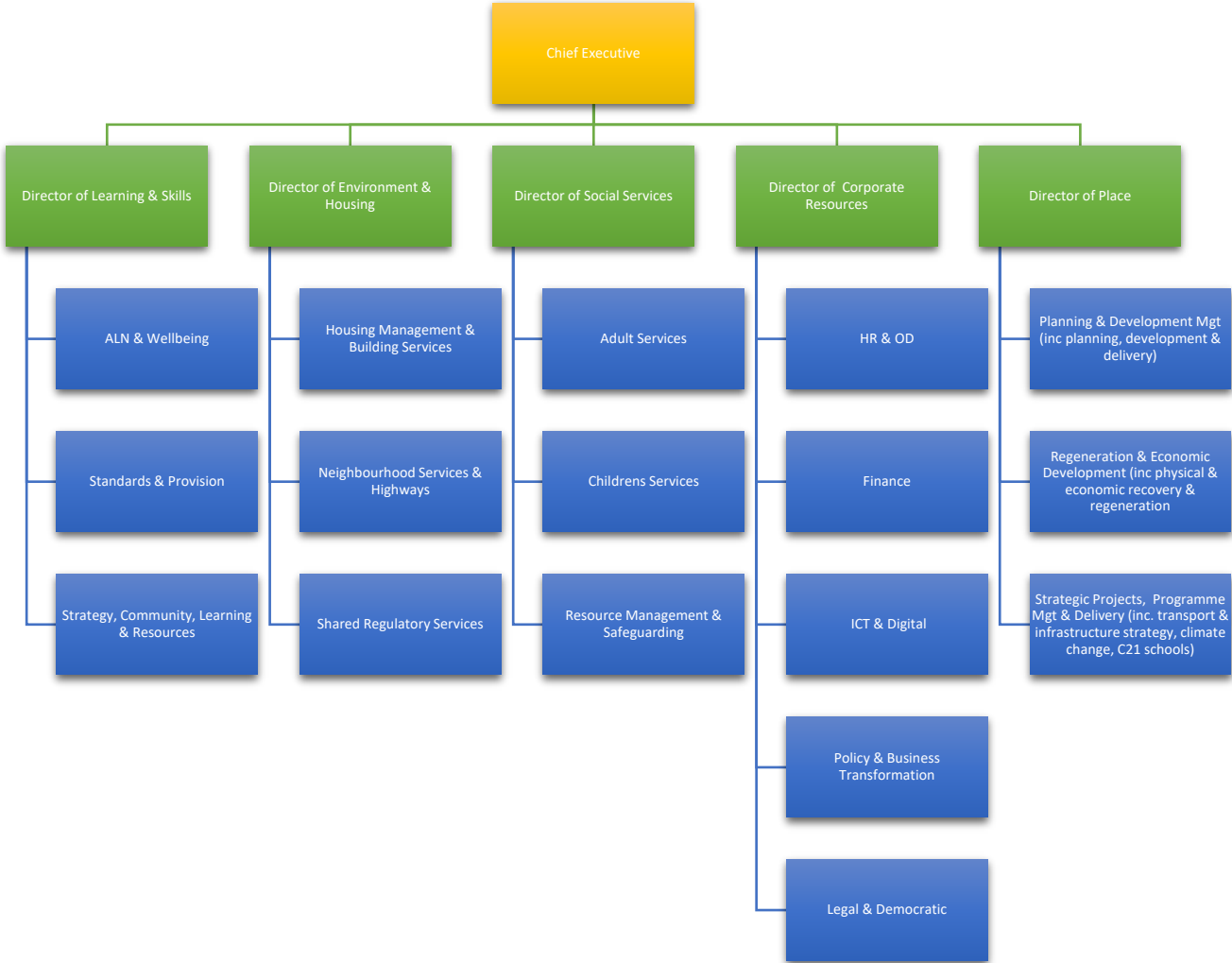
Implications for Design - Comparators



Current organisation design



Recommended organisation design



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