

**SENIOR MANAGEMENT ARRANGEMENTS**

**REPORT OF CHIEF EXECUTIVE**

**AGENDA ITEM: 6**

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**PORTFOLIO: CORPORATE SERVICES AND PERFORMANCE  
(COUNCILLOR GRAHAM HINCHEY)**

**Reason for this Report**

1. To seek Cabinet approval for an amended senior management structure in line with the budget proposal put forward in the Cabinet report '2015/16 Budget proposals – For Consultation' on 20<sup>th</sup> November 2014.

**Background**

2. Reports considered by the Cabinet in both July and November 2014 outlined the severe budget position of City of Cardiff Council and, in November, contained detailed budget proposals for 2015/16 which were issued for public consultation. As part of these proposals, one specific proposal (number 192) made reference to a proposed budget saving of £650,000 from 'Management and Related Savings', which is expected to include a review of senior management. One of the key findings of the Cardiff Debate first phase consultation from June to September 2014 was the "repeated call for cuts to be made to a 'top heavy' management structure".
3. The need for a review of senior management is required for a number of reasons. It is important that, as part of the Council's budget strategy, the organisation is reviewed from the top to ensure that the budget available to deliver services is allocated effectively throughout the organisation. The WLGA Corporate Peer Review report, which was considered by the Cabinet in October 2013, indicated that the Peer Review Team had reservations about the underpinning logic of the structure and questioned its long term affordability. It also emphasised the need for the Authority to "*review its management arrangements in the medium term and this should be done mindful of the objectives of the Council, the linkages between service areas (and establishing, or restoring these links) in order to secure a coherent and affordable structure.*"
4. In addition, it is important that the review of the Council's senior management arrangements reflect the conclusion from the Corporate Assessment report that was published by the Auditor General for Wales

in September 2014, which found that 'Fragmented leadership and management have meant weak performance in key service areas has not been improved.' One of the reasons this conclusion was drawn was because 'political and managerial instability over a number of years has meant that the Council has been unable to develop the culture and framework necessary for continuous improvement'.

5. Therefore the review of the senior management restructure needs to meet the following objectives:
  - To enhance the efficiency of the Council, strengthening its ability to respond flexibly to the financial challenges over the next few years;
  - To support the delivery of the Council's vision to 'Becoming Europe's most liveable capital city';
  - To deliver the Council's corporate plan and strategic aims to become a co-operative council, connected to the citizens and communities of Cardiff and to be a capital city connected to Wales and the world;
  - To continuously improve front line services, where possible shielding citizens from the impact of the reduction in council budgets;
  - To evolve the current structure rather than set a major change in direction in order to retain a balance between stability and change;
  - To maintain service improvement and raise standards to excellent; and
  - To provide capacity of strategic leadership balanced with effective operational management.

## **Issues**

6. The purpose of this report is to put forward specific proposals for the realignment of management roles and responsibilities at the Tier 1 (Senior Management Team) and to identify the specific requirements for filling these posts. These proposals, if agreed by Cabinet, would then be consulted on with the employees and Trade Unions concerned.
7. The Leader of the Council provided a statement to Council on 27<sup>th</sup> November 2014 which confirmed that the Leader and Chief Executive had discussed the possibility of voluntary merger with the Vale of Glamorgan Council as well as a number of other neighbouring local authorities. These discussions had not brought forward any agreement to proceed with an expression of interest in voluntary merger to the Welsh Government. The proposals set out in the report are put forward in the context of public service reform in Wales, but also with the need to make budgetary savings in the next and subsequent financial years.

## **Current Position**

8. The existing senior management arrangements within the Council were established through reports to the Employment Conditions Committee and Cabinet in July and October 2012. These reports established an organisational structure which combined the challenges of delivering the new administration's ambitious agenda for Cardiff whilst dealing with the

consequences of the severe financial settlements facing Welsh Local Government.

9. The existing structure (Appendix 1) is made up at Tier 1 of:
  - Corporate Director Resources
  - Director Communities, Housing and Customer Services
  - Director Economic Development
  - Director Education and Lifelong Learning
  - Director Sport, Leisure and Culture
  - Director Children's Services
  - Director Health & Social Care
  - Director Environment
  - Director Strategic Planning, Highways & Traffic and Transportation
  - County Clerk & Monitoring Officer (Democratic Services)
  - County Solicitor
10. The subsequent period has enabled the effectiveness of this structure to be assessed in the context of the Council's response to a deteriorating financial position. The Chief Executive's view in his capacity as Head of Paid Service is that it is difficult to justify such a top-heavy structure at a time of severe pressures. Equally important, narrow spans of control tend to increase the risk of working in silos, militating against organisational effectiveness. Timing is of the essence in terms of dealing with these issues.
11. The Hay Group Structure Benchmarking report is attached as Appendix 4. The analysis compares the City of Cardiff Council with other councils, including the Core Cities, at Tiers 1 & 2 and shows that:
  - The average number of officers in Tier 1 across the Core Cities is 5 and the average number of officers across Tier 2 is 23.
  - The average number of officers in Tier 1 across the other councils is 5 and the average number of officers across Tier 2 is 16.
  - Cardiff is the only council where the number of officers in Tier 1 is more than those in Tier 2.
  - In terms of population Cardiff is no.14 in this list, but in terms of Tier 1 resources it's has the largest number of roles.
12. In summary, Cardiff has significantly more roles at Tier 1 than the majority of councils covered by this analysis, and in Hay Group's experience of Council's more generally, this is as a result of its relatively granular directorate structure. As the analysis by the Hay Group shows, most councils have combined many of the functions that are separate directorates in Cardiff into broader directorates. Broader directorates have the advantage of reducing costs at Tier 1 and supporting the integration of services, although this does limit the level of strategic capacity, especially in councils where there are only 3 roles at this level.

## Options

13. A number of options have been considered:
  1. Status Quo – this option is not sustainable.
  2. Create a Corporate Director for Place and a Corporate Director for People and retain Corporate Director Resources – this option would reduce strategic capacity.
  3. Create a new post of Chief Operating Officer (COO) with Directors reporting into COO – this option risks splintering director reporting lines.
  4. Create Joint Director posts with the Vale of Glamorgan Council that cover the directorates – this option is not consistent with the Vale of Glamorgan Council's current position on local government reorganisation as mentioned previously in paragraph 7.
  5. Create a simplified Senior Team Model – this option is outlined below.

### Proposed Senior Team Model

14. The proposed new senior team model has been designed in response to the context set out previously in this report - i.e. the severe budget constraints faced by the Council, the views of the Auditor General for Wales and the objectives of the Cabinet. The broader directorates that are proposed will have the advantage of reducing costs at Tier 1 level and supporting the integration of services. The proposed model simplifies current arrangements while keeping the focus on key improvement and corporate priorities, such as education and social care. It increases the ability to draw together and deliver a sustainable service delivery model in relation to infrastructure services. It also maintains the momentum behind city development and increases our ability to work across the council to deliver key outcomes.
15. The proposed model (Appendix 2) is made up at Tier 1 of:
  - Corporate Director Resources
  - Director of Education & Lifelong Learning
  - Director of Communities, Housing & Customer Services
  - Director of Economic Development
  - Director of Social Services (new post)
  - Director of City Operations (new post)
  - Director of Governance & Legal Services (reporting to Corporate Director Resources) (new post)
16. Details of the services for which each of these directorates would be responsible are shown in Appendix 3. These proposed changes in operational responsibilities may require consequential amendments to be made to existing cabinet member portfolio responsibilities in order to simplify reporting arrangements.
17. The Director of Communities, Housing and Customer Services has been undertaking the brief of reshaping Council services, which will continue and be formalised into this role.

18. The Director of Economic Development will take on responsibility for Culture, Venues and Events.
19. The Director of Social Services (new post) will also hold the associated statutory role, which includes the following accountabilities:
  - Clear Professional Leadership
  - Advice to Head of Paid Service and Councillors on Strategic Direction and Social Services Responsibilities
  - Strong Performance Management and Improvement Arrangements and Reporting
  - Sound Child and Adult Safeguarding Arrangements and Reporting
  - Workforce Planning and Professional Development
  - Partnership Working within and Outside the Local Authority.
20. The Director of Social Services must have reliable systems and flows of information to monitor, influence, challenge and be accountable for performance, quality, risk and opportunity across the full range of Children's and Adults' commissioning, service provision and practice. Therefore it is vitally important that reporting and accountability arrangements are clearly laid down and understood between this role and the Directors of Education, and Communities, Housing and Customer Services.
21. The Director of Governance & Legal Services (new post) will also undertake the role of Monitoring Officer. The role for pay and rations, performance etc will report to the Corporate Director Resources; however, the statutory elements of the role will report as per statute.
22. The role of Director of City Operations (new post) will include a remit for sustainability, the development of Neighbourhood Services, Bereavement and Registrar, as well as the remit for the alternative delivery model for Leisure Services.
23. Hay Group provided a Structure Benchmarking Report in January 2015 (Appendix 4) which detailed that the average number of officers in Tier 1 across both core cities and other Councils is 5. Therefore, Cardiff would now be closer to this average with 6 permanent reports at Tier 1.
24. The salaries of Tier 1 roles were independently benchmarked in the review which took place in 2012 and the current level of remuneration is broadly aligned to the Core Cities, London Boroughs and the public and not-for-profit sector medians. Therefore, it is not proposed, as part of this remodelling, to change the spot salaries of the roles of the Corporate Director Resources or any of the Director roles identified in the reshaped structure. It is proposed that any new Director roles are paid in line with current Directors and advertised externally in line with Welsh Government requirements.
25. Initial views of the current senior management arrangements were sought during September and October 2014 from the current cohort of

Directors by the Chief Executive and these have been taken into consideration in the proposals.

## **Process for Change**

26. The Standing Orders (Wales) Amendment Regulations 2014 require posts over £100k salary to be publicly advertised. Therefore this needs to be a consideration in the process for moving from the current structure to the proposed model. As a result of these rules an Authority cannot ring-fence any vacancies with salaries over £100k or above as 'suitable alternative employment' for redundant employees, but must advertise them externally.
27. Advice has been received which states that it is possible to divide up the duties of one deleted post between other existing post-holders without the need to advertise the receiving posts as there would be no vacancies to advertise. However, the extent to which this can be applied without turning the receiving posts into new posts is not detailed in the Regulations. This report has been prepared on the basis that, as long as any additions to current roles are only minor, then those roles are counted as not changing.
28. Advice has also been provided from Welsh Government stating that an interim appointment of less than 12 months does not need to go through the public advertisement process.
29. Subject to consultation with affected employees and their representatives, the following roles have been identified as having no, or only minor, changes and, therefore, there would be no change for the current incumbent:
  - Corporate Director Resources;
  - Director Education and Lifelong Learning;
  - Director of Communities, Housing & Customer Services; and
  - Director of Economic Development
30. The following roles are considered new roles and, therefore, will need to be advertised externally:
  - Director of City Operations
  - Director of Social Services
  - Director of Governance & Legal Services (reporting to Corporate Director Resources)
31. If any of the current post holders are displaced as part of the recruitment exercise either due to them not applying for a post or through being unsuccessful in the recruitment process, then they will be made redundant with the appropriate notice period. As there are currently 11 employees and only 7 posts available, the minimum number of employees made redundant will be 4. There is a requirement under the Welsh Government Guidance and Regulations affecting processes for Chief Officer pay in Local Government for any severance package over £100k to be agreed by Full Council. Any employees made redundant

through this process would be paid severance in line with the Council's severance arrangements at that time. The £100k limit includes:

- Salary paid in lieu;
- Lump sum severance payment; and
- Cost to the Authority of any pension enhancements

Cabinet can be assured that the first two payments (salary paid in lieu and lump sum severance) will be significantly less than the £100k limit. However, until the actual employees affected are known it is not clear what the pension enhancement will be (this is a non-negotiable figure paid to the pension scheme under Regulation 68(2) of the Local Government Pension Scheme) and therefore it may be that once this element is known the severance package has to be agreed by Full Council.

32. Once Tier 1 remodelling has taken place, there will be a process by which both support services to Tier 1 and managers at Tier 2 and 3 and support services to Tier 1 are realigned to the new structure. In the short term existing arrangements will continue until realigned.

### **Process for Decision**

33. There are a number of stages that will need to be completed in order to make changes to the current senior management structure, and these have been added to by the Standing Orders (Wales) Amendment Regulations 2014. The stages that are now required to be followed are:
  - This report to Cabinet to agree to the consultation process to be undertaken.
  - Consultation with Scrutiny in February as part of the 2015/16 budget consultation.
  - Consultation with individuals and Trade Unions by Chief Executive.
  - Final proposal to Cabinet by Chief Executive to include feedback from all consultations.
  - Report to Employment Conditions Committee to set the salary for the new roles (subject to Council in February – see next bullet point); set the duties, qualifications, qualities, and terms and conditions of employment for the new roles; consider whether to fill them; and authorise public advertisement.
  - The final proposal to be included in the report to Council on 26 February 2015 on the budget proposals for 2015/16.
  - Appointments to the new roles to be made by Appointments Committee, which must also make the decision to dismiss redundant Directors.

### **Reasons for Recommendations**

34. Proposals have been designed to ensure that the Council's Tier 1 team is resourced to deliver the objectives as outlined, to integrate services and to reduce costs at this level of the organisation. The recommendations

recognise the need to complete the detail of the new posts and to ensure that full consultation takes place ahead of any decision to proceed.

### **Legal Implications**

35. It is the responsibility of the Cabinet to decide on employment strategy and policy in so far as this has not been further delegated. The Cabinet may therefore determine the broad Senior Management arrangements of the Council.
36. However this is subject to a number of specific requirements set out in the Local Authorities (Standing Orders) (Wales) Regulations 2006, as amended by the 2014 Regulations. These requirements are set out in the Employment Procedure Rules contained within the council's Constitution.
37. Under the Regulations and the Employment Procedure Rules the appointment or dismissal of various officers, including Chief Officers and the Monitoring Officer, must be made by the Council or by a Committee of members delegated by the Council to make the appointment or dismissal, which Committee must contain at least one Cabinet member, but not more than half of the members of that Committee shall be Cabinet members.
38. The dismissal of redundant Chief Officers, and appointments to newly created posts, are within the terms of reference of the Appointments Committee.
39. Furthermore, the Council's Employment Procedure Rules, as required by the Local Authorities (Standing Orders) (Wales) Regulations 2006 (as amended in 2014), state under Rule 2 that:

#### **Rule 2. Recruitment of Chief Officers**

(a) A vacancy for the post of Chief Officer must be reported to the Council or body delegated to do so which will consider whether the post should be filled, and if so, subject to Rule 2A, the terms and conditions of employment and method of appointment.

(b) Where the proposed remuneration of the Chief Officer post is £100,000 or more per annum, the Council will arrange for the following to be prepared:-

- (i) A statement of the duties of the officer concerned and the required qualifications or qualities to be sought in the person appointed, which is sent to any person on request; and
- (ii) Public advertisement of the post to bring it to the attention of people who are qualified to apply, unless the proposed appointment is for a period of 12 months or less.

(c) Following advertisement, the Council will arrange for either all qualified candidates to be interviewed; or a shortlist to be prepared of qualified applicants and those candidates interviewed. If no suitably qualified person has applied, or if the Council decides to re-advertise the appointment, the post will be re-advertised in accordance with paragraph (b) above.



## **Rule 2A. Remuneration of Chief Officers**

Any decision to determine or vary the remuneration of Chief Officers (or those to be appointed as Chief Officers) must be made by full Council.

40. The terms of reference of the Employment Conditions Committee include policy and issues arising from the organisation, terms, and conditions of Chief Officers (note that, as stated above, remuneration is subject the decision of the full Council).
31. All officers affected by the proposals are currently on JNC Terms and Conditions of employment. These set out a process for consultation in potential redundancy situations.
41. The first requirement of the JNC Conditions is to consult with any Chief Officer affected at the earliest possible stage when there is a suggestion that the Chief Officer's post might be proposed for deletion.
42. The JNC Conditions further provide that once proposals have been formulated to delete an officer's post there should be a consultation process involving the trade unions and individual officers lasting 28 days, with the right for individuals and trade union representatives to address the Committee or Council meeting concerned before a final decision is made. As the JNC conditions make reference to Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992, which stipulates a 30 day consultation period, it is considered prudent for the formal consultation period to be 30 days rather than the 28 stated in the Conditions.
43. Some officers will be displaced in the new structure. The JNC Terms and Conditions provide that those officers should be offered any suitable alternative employment that may be available, or which may become available, in consequence of the reorganisation. If no suitable alternative employment is available the Conditions require the Authority to explore the possibility of providing an alternative post.
44. This requirement has become difficult to satisfy since the Local Authorities (Standing Orders) (Wales) Regulations 2006 were amended in 2014. As has been pointed out in the text of the Report, the Regulations now require that posts with a salary over £100,000 should be publicly advertised. It is therefore not possible to ring fence vacant new posts to redundant Chief Officers. Redeployment to other vacant posts within the Authority is not considered realistic as there will be no likely posts available.

## **Financial Implications**

45. The proposal in relation to the re-modelling of the Tier 1 Senior Management Team will provide budget savings of £647,000 in a full year. It is anticipated that there will be a part year effect of this saving in 2015/16 reflecting the timescales for the appointment process and the

implementation of new service structures. There will also be costs associated with the advertising and appointment process and in relation to any severance costs that are incurred. The proposed budget saving of £650,000 in 2015/16 will therefore be achieved through a combination of savings on the Tier 1 Senior Management Team, a realignment of support costs, and from the re-modelled structure including tier 2 and tier 3 managers.

### **HR Implications**

46. The proposed model as set out in the report is designed to provide the integration of services required to deliver the objectives at a cost which is consistent with the overall organisation.
47. The proposal as set out is subject to consultation with affected employees and their representatives. It is proposed that the consultation take place during January / February and an updated report presented to Cabinet/Council in February as set out in the process for decision.
48. An Equality Impact Assessment of the restructure has been completed and there are no adverse impacts on any specific groups.

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. approve the proposed remodelling of the Tier 1 Senior Management Team on a provisional basis subject to the outcome of the consultation process.
2. approve a consultation period on the proposed model to commence immediately following cabinet approval.
3. agree to receive a further report in February which will provide confirmation of the model proposed and the process for change taking account of issues raised during the consultation process.
4. delegate authority to the Head of Paid Service in consultation with the Leader and Cabinet Members to realign tier 2 and 3 managers and support staff to the remodelled structure.

### **PAUL ORDERS**

Chief Executive  
20 January 2015

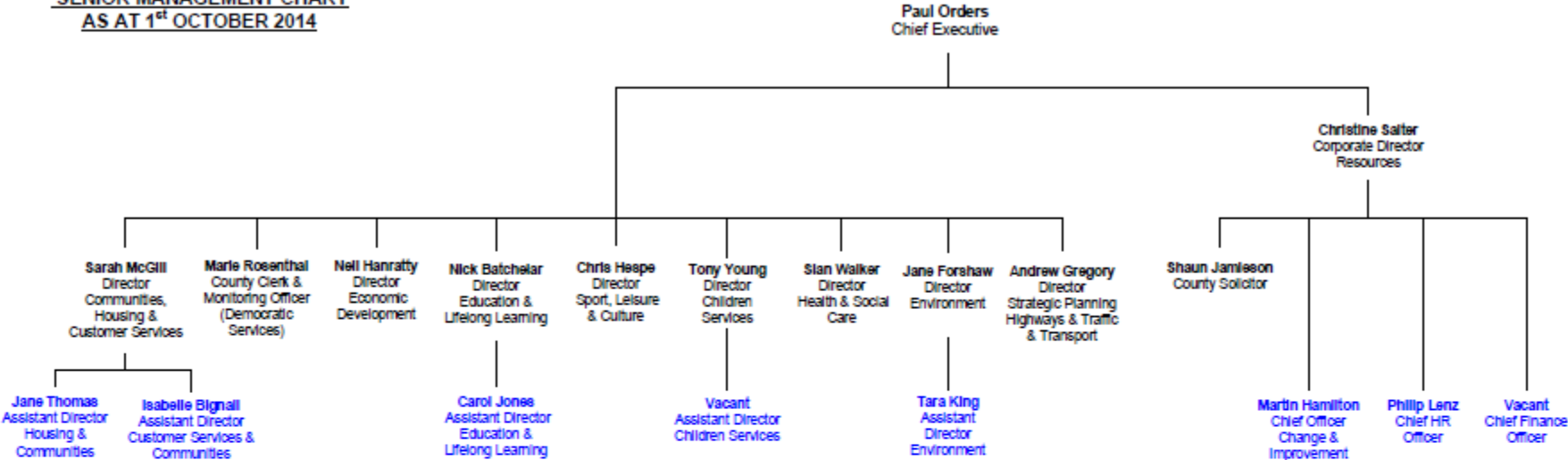
*The following Appendices are attached*

- Appendix 1 – Existing Senior Management structure
- Appendix 2 – Proposed Tier 1 structure
- Appendix 3 – Director Roles – proposed details of services
- Appendix 4 – Hay Group Benchmarking Report January 2015

*The following Background Papers have been taken into account:*

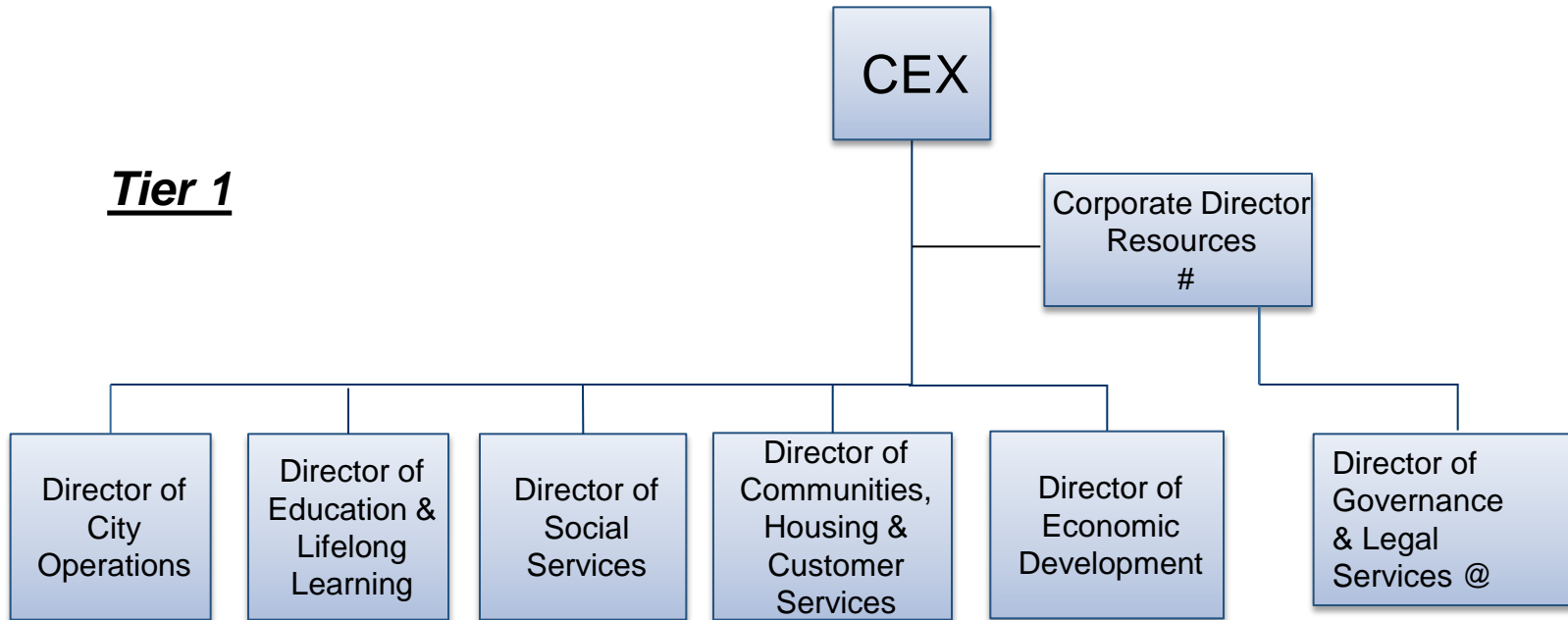
- Equality Impact Assessment
- Statutory Guidance on the Role and Accountabilities of the Director of Social Services
- Wales Audit Office Corporate Assessment
- Results and Feedback Report on Cardiff Debate Community Engagement – Phase 1

**CITY OF CARDIFF COUNCIL**  
**SENIOR MANAGEMENT CHART**  
**AS AT 1<sup>ST</sup> OCTOBER 2014**



# Proposed Structure

**Tier 1**



## **Director Roles – Proposed Details of Services**

### **Director of City Operations (New Role)**

Waste Management & Street Cleansing  
Parks  
Cardiff Harbour Authority  
Highways Assets & Operations  
Strategic Planning (LDP)  
Transport Planning Policy & Strategy  
Emergency Planning  
Telematics  
Civil Enforcement (CPE), Parking, TRO, Moving Traffic Offences, Road Safety  
Trading Standards\*  
Private Sector Housing\*  
Leisure Services  
Bereavement  
Registrar

\* Part of Regulatory Collaboration

### **Director Education**

Achievement & Inclusion including;  
Youth Service, Flying Start and Childcare, and Behaviour Support  
Performance, Resources & Services to Schools includes;  
Catering and Cleaning, Health and Safety  
Schools Organisation, Access & Planning, including school admissions

### **Director Social Services (New Role)**

Looked after Children  
Fostering/Adoption  
Corporate Safeguarding  
Children in Need  
Intake & Assessment  
Administration Functions  
Older People & Physical / Sensory Impairment community Teams  
Mental Health Services for Older People (MHSOP)  
Learning Disability Service  
Protection of Vulnerable Adults  
Cardiff Alcohol and Drug Team  
Emergency Duty Team  
Hospital Social Work Services  
Health Integration  
Supported Living Service  
Commissioning Services

## **Director of Communities, Housing & Customer Services**

Benefits  
Housing Strategy, Development, Enquiries and Advice  
Assessment & Support  
Landlord Services  
CMS  
Review Team  
Occupational Therapy  
Community Resource Teams  
Community Meals Service  
Joint Equipment Service  
C2C  
Community Alarm Service  
Libraries  
Local Training & Enterprise  
Adult Community Learning  
Community Hubs

## **Director of Economic Development**

Regeneration & Economic Development  
Neighbourhood Regeneration  
Corporate Property & Estates  
Major Projects  
Tourism, Culture & Events  
Marketing & Commercial  
Property, Design and Development  
Smart Cities

## **Corporate Director Resources**

Finance  
Commissioning & Procurement  
HR People Services  
Audit & Risk  
Health & Safety  
ICT  
FM  
CTS  
Organisational Development Programme  
Section 151 Officer

## **Director of Governance & Legal Services**

Legal Services  
Democratic Services  
Electoral Services  
Scrutiny  
Monitoring Officer

12 January 2015

# Structure Benchmarking January 2015

HayGroup

Appendix 4



*Jon Gay, Abdul Uddin &  
Talha Khan*

HayGroup®





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## 1. Introduction

Cardiff Council introduced a new senior management structure in 2012, with the aim of strengthening its strategic capacity in order to enable the delivery of the new administration's policy objectives. Somewhat atypically at the time the decision was taken to invest more in senior management capacity, by significantly increasing the number Director (Tier 1) roles creating a number of new Assistant Director roles reporting to Directors. The Assistant roles were intended to operate as in line deputies and deal with operational issues on order to allow Directors to focus on strategy. The intention was that the resulting increase in internal strategic capacity would lead to less use of external consultants and so result in a net saving. .

In common with other Councils across Wales and the rest of the UK, Cardiff is now facing severe budget pressures combined with pressures to improve services. In this context our brief report looks at how Cardiff's Tier 1 (Directors) and Tier 2 (Assistant Directors) structures compare with other Core City Councils and a selection of other Unitary/City Councils of a similar size (in terms of population); 20 Councils in total.

By its very nature this report shows a historical picture. Further changes in structure, some of which are referred to below, are in the process of being developed in many of the Councils included.

## 2. Benchmarking Analysis

The specific factors that we have taken into consideration, in this analysis, are as follows:

1. The number of management roles at Tier 1 and 2 across these councils.
2. The separation\merger of different directorates.

Serial	Name	Population (approx)	Core City	Tier 1	Tier 2	Tot mgmt
1	BIRMINGHAM	1,085,810	Y	5	17	22
2	LEEDS	750,700	Y	8	30	38
3	SHEFFIELD	551,800	Y	4	24	28
4	CORNWALL	535,334	N	3	21	24
5	County DURHAM	513,242	N	5	23	29
6	BRADFORD	512,618	N	8	22	30
7	MANCHESTER	510,756	Y	7	21	28
8	WILTSHIRE	474,300	N	3	16	19
9	LIVERPOOL	465,700	Y	7	18	25
10	BRISTOL	441,285	Y	4	21	25
11	KIRKLEES	423,000	N	5	12	17
12	CROYDON	364,800	N	7	14	21
13	BARNET	348,198	N	6	8	14
14	CARDIFF	346,090	N	10	8	18
15	EALING	339,300	N	6	10	16
16	EAST RIDING	338,690	N	5	10	15
17	COVENTRY	315,739	N	5	18	23
18	WIGAN	307,577	N	6	22	28
19	NOTTINGHAM	306,697	Y	3	21	24
20	NEWCASTLE	292,179	Y	5	29	34

An indicative cost for each tier 1 role is £146,165 and for each tier 2 role £107,665. These figures are based on our median market data for the appropriate role levels (not actual salaries) and include 30% on costs.

Based on the data collected, we can see a number of trends around management structures emerging, as follows:

### 2.1. Tier 1 & 2 at others compared with Cardiff:

- The average number of officers in Tier 1 across the core cities is 5 and the average number of officers across Tier 2 is 23
- The average number of officers in Tier 1 across the other councils is 5 and the average number of officers across Tier 2 is 16.
- Cardiff is the only council where the number of officers in Tier 1 are more than those in Tier 2.
- In terms of population Cardiff is no.14 in this list, but in terms of Tier 1 resources it's has the largest number of roles.

## 2.2. Other changes and observations

- Wiltshire council does not have a Chief Executive. The council is managed by 3 corporate directors, who share amongst themselves the responsibility of the CEO.
- The London Borough of Barnet council has a unique reporting structure where the heads of delivery directorates report into the Strategic Commissioning Board. The lead commissioners for services also report directly into this Board. This structure aims to give senior management direct access to services that are their top priority.
- Also in Barnet there is an Assurance team that is represented on the top team by its director but reports directly to the council members.
- We are also seeing another directorate emerge as well, that focuses around Business change or transformation. This directorate generally consists of the typical corporate resource functions; however it has roles focused around business transformation.
- We know from working with a number of the Core Cities that a number of joint regional roles are being in the process of being created, for example in transport.

## 3. Summary

Cardiff has significantly more roles at Tier 1 than the majority of Councils covered by this analysis, and is our experience Councils more generally, as a result its relatively granular directorate structure. As discussed above most Councils have combined many of the functions that are separate directorates in Cardiff, into broader directorates. Broader directorates have the advantage of reducing costs at Tier 1 and supporting the integration of services, though it does limit the level strategic capacity, especially in Councils where there are only 3 roles at this level.

At Tier 2 Cardiff have a smaller number of roles than is typical, though this results to some extent from the decision not to fill a number of the Assistant Director roles that were originally created in the new structure. However, there are a very significant number of roles the Council has at the OM level. Additionally, in our view it is questionable how clear the difference is between the levels of work at AD and OM. Finally it is now highly unusual in local government structures to have Assistant Directors effectively acting as in line deputies, due to both the costs and fine levels of hierarchy this entails.