

Senior Management Arrangements - consultation

Reason for the Report

1. To provide Members with an opportunity to feed into a consultation by the Chief Executive on the proposed senior management arrangements.

Background

2. The Committee's Terms of Reference include scrutiny of the Council's use of human resources.
3. The Chief Executive is proposing to amend the Council's senior management structure in line with the new Administration's statement of priorities, Capital Ambition.
4. Attached at **Appendix A** is the report and four appendices outlining the proposed senior management arrangements, agreed by the Cabinet on 21 September 2017.
5. The report gives the Chief Executive permission to remodel the Senior Management team subject to the outcome of an agreed consultation process and period; and to take a further report to Cabinet in November providing confirmation of the model proposed and the process for change, taking into account issues raised during the consultation process.

Issues

6. Capital Ambition is central to the proposed changes, the guiding principles for the proposed arrangements are therefore:
 - **A shift to digital first public services** - to deliver substantial savings and shape the technology environment of the local areas;
 - **Collaboration in shared services** – enhancing regional working and delivering economies of scale;
 - **Service integration in Social Care, Health and Housing** – working across public services, focussing on the interface between social care health and housing, and addressing the demand pressures of an aging population;
 - **Increases in Looked After Children** – addressing the growing pressure of increasing numbers of Looked After Children, where the complexity of cases continues to increase;
 - **Waste management and street cleansing** – addressing the need to meet challenging statutory recycling targets of 70% by 2025;
 - **The Council’s Role as Corporate Landlord** – addressing the Council’s obligation to ensure its operational and non-operational properties are managed and maintained to the highest standards with a consistent approach;
 - **Ensuring Continuity of Leadership and Management:** - addressing the WAO 2016 Follow-On report that better arrangements to support improvement are in place but now the Council is at a critical point in embedding those arrangements.

7. Members will find at **Appendix 1 of Appendix A** the current senior management team arrangements. At **Appendix 2**, the ‘To Be’ option proposed to address the challenges listed above, and at **Appendix 3** clarification of what the new model means for the new Corporate Director and Director roles in terms of service responsibilities.

8. The proposed senior team model is cost-neutral and reduces the current senior management structure from 17 to 16. Key changes to senior management arrangements can be found at **points 10-20** of the Cabinet Report attached at **Appendix A**. They include
 - a. The creation of five new posts, Corporate Director People and Communities, Chief Digital Officer, Assistant Director Corporate Landlord; Assistant Director Street Scene and Head of Democratic Services.
 - b. Re-designation of the Director of City Operations as Director Planning, Transport and Environment.
9. Of interest to Members will be the creation of a Head of Democratic Services. This post will provide a central advocate for Members in the drive for Local Government Reform, and have managerial responsibility for scrutiny and democratic services.
10. HR consultants, HayGroup, were asked to benchmark the proposed senior management arrangements, comparing the authority with others in the UK including Core Cities. A copy of their report is attached at **Appendix 4 of Appendix A**. Their analysis concludes that, at 16, the number of Tier 1&2 management roles proposed to lead Cardiff Council is less than the national average of 22.

Scope of the Scrutiny

11. Councillor Huw Thomas, Leader, Councillor Chris Weaver, Cabinet Member Finance Modernisation and Performance, and Paul Orders, Chief Executive; will attend committee to consult Members on the Senior Management Arrangements and answer Members questions.
12. The Committee's comments and observations are invited as an integral part of the consultation process. Final proposals to Cabinet in November will take account of all consultation responses.

Legal Implications

12 The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances

Financial Implications

13 The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- (i) Consider the proposed Senior Management Arrangements and whether it wishes to relay any comments or observations for inclusion in the consultation, for consideration by the Cabinet in November.

Davina Fiore

Director of Governance & Legal

28 September 2017