

HR Committee

18th February 2021



Report of: Director Workforce & Change

Title: Senior leadership structure changes since 2016

Ward: N/A

Officer Presenting Report: Mark Williams (Head of HR)

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Recommendation

That the Committee notes the report.

Summary

This report provides the committee with a summary of the changes to the Council's senior leadership structure since 2016.

The significant issues in the report are:

- Senior leadership costs have reduced by £941k per annum since 2016.
- The number of senior leadership roles within the Council has reduced from 25.2 FTE to 15 FTE since 2016.

Policy

1. The senior leadership structure is proposed by the Head of Paid Service.

Consultation

2. Internal
None required as this report is for information only.
3. External
None required as this report is for information only.

Context

4. This report provides the HR Committee with a summary of changes to the senior leadership structure since 2016.
5. The Council's Head of Paid Service is the Chief Executive. The post of Chief Executive was removed from the council's management structure in 2017 as part of a wider leadership restructure. The decision to re-introduce the role of Chief Executive followed recommendations from the LGA Corporate Peer Challenge in 2019. It was recommended that the re-introduction of a Chief Executive would *"bring greater clarity and accountability, and the role would create the right conditions to drive delivery, further embed improvement as well as provide additional energy at the top of the organisation."* The post of Chief Executive was re-established in May 2020.
6. As part of the 2017 restructure there was a reduction in the number of directorates from 4 to 3: currently Growth & Regeneration, People and Resources. The Chief Executive also leads the Resources directorate.
7. The 2017 restructure sought to introduce clear lines of accountability by reducing the time spent on operational issues by the Council's most senior leaders, allowing them to focus on strategic leadership and ambassadorial functions.
8. Reporting to the Chief Executive and Executive Directors are a team of Directors responsible for the operational leadership of key functions. The following tables summarise the changes in the number and cost of the senior leadership structure from 2016 to February 2020:

2016	Role	FTE	Employee Costs £,000
	City Director	1	£215
Strategic Director(s)	4	£696	
Director(s)	20.2	£2,426	
Grand Total	25.2	£3,337	

2020	Role	FTE	Employee Costs £,000
	Chief Executive	1	£225
Executive Director(s)	2	£451	
Director(s)	12	£1,719	
Grand Total	15	£2,396	

9. There have been redundancy costs directly associated with the organisational changes at Executive Director and Director level. These amounted to £216,000. They relate to 3 voluntary redundancies and 3 compulsory redundancies.

Proposal

10. That the Committee notes this report

Other Options Considered

11. None as this report is for information only.

Risk Assessment

12. Not required because this report is for information only.

Public Sector Equality Duties

- 13a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

13b) Not completed as this report is for information only.

Legal and Resource Implications

Legal

Not required because this report is for information only.

Financial

(a) Revenue

(b) Capital

Not required because this report is for information only.

Land

Not applicable.

Personnel

Not required because this report is for information only.

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.