

ANGLESEY COUNTY COUNCIL

Report to:	County Council
Date:	24 September 2026
Subject:	Review of the leadership structure
Portfolio holder(s):	Councillor Gary Pritchard, Leader Councillor Robin Williams (Deputy Leader)
Head of Service/Director:	Dylan Williams, Chief Executive
Report author:	Dylan Williams, Chief Executive
Local members:	Relevant to all members

A – Recommendations and reasons

The County Council is asked to:

Part A.

1. Approve the proposal to separate the current responsibilities of the Director of Social Services and the Head of Children and Families Services.
2. Approve the establishment of a new and specific role for the Head of Children and Families Services.
3. Approve the proposed structure noted in Appendix 1.
4. Note the strategic, governance and resilience risks associated with keeping the current arrangements when considering the above.

Part B.

1. Approve the proposal to change the current structure of the Regulations and Economic Development Service and create two new services.
2. Approve the establishment of a Head of Service role that will lead the new Service.
3. Approve the proposed structure noted in Appendices 2 and 3.
4. Note the strategic, governance and resilience risks associated with keeping the current arrangements when considering the above.

Based on the decisions in Part A and B above, give authority to the Director of Functions (Council Business)/Monitoring Officer to amend the Constitution to reflect the above changes after approving the new job descriptions in the Appointments Committee.

Reasoning

A review was conducted on the leadership arrangements in two key work areas, to support the Council in determining whether or not the staffing structure is fit for purpose considering the opportunities and challenges that face the Council in the medium and long term. In the Chief Executive's opinion, adopting the above recommendations would be appropriate to expand strategic leadership in areas that develop quickly, as well as ensuring the resilience of services.

B – What other options did you consider and what were the reasons for rejecting and/or choosing that option?

Detailed in the report.

C – Why is this a decision for the Full Council?

This is a decision for the Full Council as it amends the Management Structure (Part 7 of the Constitution) and the Scheme of Delegation (Part 3 of the Constitution).

D – Is this decision consistent with the policy approved by the Full Council?

Yes

E – Is this decision within the budget approved by the Council?

It is expected that the financial obligations for the whole change will cost £240,000 each year from 2027/28 onwards.

F – Assessing the possible effects (if relevant)

1. How does this decision impact on our long term needs as an Island?

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2. Is this a decision which is envisaged will prevent future costs / dependencies on the Authority. If so, how?

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3. Have we been working collaboratively with other organisations to come to this decision, if so, please advise whom?

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4. **Have Anglesey citizens played a part in drafting this way forward, including those that the decision would directly impact? Please explain how:-**

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5. Outline what impact does this decision have on groups protected un the 2010 Equalities Act.

6. If this is a strategic decision, note any possible effects the decision would have on those who face socio-economic disadvantage.

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7. Note any possible effects the decision could have on opportunities for people to use the Welsh language and to not treat the Welsh language less favourably than English.

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E – With whom did you consult and what were their comments?

1.Chief Executive / Senior Leadership Team (SLT) 2. (mandatory)	The report was shared with the Leadership Team, and feedback has been included in this report.
3.Finance / Section 151 4. (mandatory)	As part of the Leadership Team.
5.Legal / Monitoring Officer 6.(mandatory)	As part of the Leadership Team.
7. Human Resources (HR)	The report was shared with the Head of Service
8. Property	Not applicable
9. Information Communication Technology (ICT)	Not applicable
10.Procurement	Not applicable
11.Scrutiny	Not applicable
12.Local Members	

F – Appendices

Appendix 1 – New proposed structure for Social Services.
Appendix 2 – New proposed structure for Regulation Services.
Appendix 3 – New proposed structure for the Economic Development Service.

G – Background papers (contact the author for more information)

Review of the Council's Strategic Leadership Arrangements

Report for the Full Council

1.0 Purpose of the Report

1.1 The purpose of this report is to present a proposal and justification to strengthen leadership arrangements in two key service areas, so that the staffing structure continues to be appropriate and sustainable when responding to the increased requirements that face the Council.

1.2 There are two parts to this report:

Part A Reviewing the structure of Leadership within the Children and Families Services

Part B The Case for Restructuring the Regulation and Economic Development Service

Although these service areas fulfil very different functions, both reviews derive from the same strategic considerations which are:

- Ensuring enough leadership capacity;
- Strengthening governance and accountability arrangements;
- Improving organisational resilience;
- Strengthening succession planning;
- Allowing the Council to fulfil its priorities;
- Decreasing the strategic and operational long-term risk.

1.3 The need to complete both reviews reflects the significant change in the nature, scale and complexity of the responsibilities that have developed over many years, and the need for the Council to ensure that future arrangements are able to face the challenges and opportunities of the next decade.

2.0 Strategic Context

2.1 The Council operates in an environment that is becoming more challenging. The demand for public services continues to increase. Regulatory expectations are higher than ever. Significant financial pressure continues. At the same time, Welsh Government, regulators and regional partners expect local authorities to provide strong leadership when fulfilling change and transforming services.

2.2 As well as these challenges, many significant strategic opportunities face Anglesey. Projects such as the Freeport, developments associated with Gwyndod nuclear power station, development planning and other economic progress initiatives are some of the more important and exciting opportunities on the Island for decades.

2.3 In this context it's correct that the Council reviews its leadership arrangements regularly, to ensure that it has the capacity, the resilience and the strategic ability needed to fulfil its statutory responsibilities and long-term vision.

- 2.4 Despite the success of the current arrangements over the last few years, the question for the Council now is are those arrangements still appropriate for the future.
- 2.5 At the same time, staff wellbeing is of the highest importance and as a responsible employer that needs to be carefully considered as the Council designs and operates any new staffing structure. The Council's success depends on staff, and structuring services in a way that is fit for purpose is central to that.
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PART A

Reviewing the structure of Leadership within the Children and Families Services

3.0 Background

- 3.1 During recent years, the responsibilities and demand on Social Services have increased significantly. The children and adults' services operate in a complex environment, where there is increased demand and a wide array of strategic and statutory requirements that didn't exist years ago.
- 3.2 At present, the responsibilities of the Director of Social Services and the Head of Children and Families Services are fulfilled within a single leadership model, as the Director currently undertakes both roles. This has provided stability and consistency for the Council. However, due to the volume and complexity of the responsibilities associated with both roles, consideration must be given to the appropriateness of this model for the future.
- 3.3 The role of the Statutory Director extends far beyond the operational management of the service. It includes strategic, governance, partnership and corporate responsibilities across the social services. At the same time, being an operational leader for the Children and Families Services on its own is a significant responsibility that asks for focus, observation and the ability to lead to a high level. The current arrangement in the Council, where both roles of the Director and Head of Children and Families Service are joined to one role is very unusual within local government in Wales; to our knowledge, no other local authority operates in this manner.

4.0 Strategic Considerations

- 4.1 The review has concentrated on many key questions.
- Firstly, does the current arrangement provide enough strategic capacity so that the Director of Social Services can fully fulfil their statutory and corporate responsibilities?
 - Secondly, does the current arrangement provide an appropriate level of organisational resilience and decreases the dependence on key individuals?

- Thirdly, is the Council in a strong enough situation to respond to the changes, the transformation and the challenges that face social services during the upcoming years?

4.2 The review concluded that strengthening leadership arrangements offers significant advantages in terms of governance, resilience, succession planning and strategic effect.

4.3 The matter to consider is does the Council wish to continue with arrangements where the roles of the Strategic Director of Social Services and the Head of Children and Families Services are combined into one role?

5.0 Risks of not acting

5.1 If the Council chose not to act, many important risks would continue.

- There would be significant dependence on one individual fulfilling both roles – there is a risk of overextending the capacity of the post in its current form. As an employer, the Council needs to be aware of the risk to the individual’s wellbeing and resilience when a structure is too ambitious.
- It’s possible that taking no action would limit the time and energy given to strategic aims.
- The Council would face more risks in terms of succession planning and organisational resilience. It isn’t unusual to combine these key roles.
- The ability to lead transformation and programmes for change across the social services will also be limited over time.
- The pressures and developments within social services, the children and families services and the adults services, means that we need to consider the way that services are provided and to drive key changes forward. Not acting isn’t an option, and strategic capacity is needed for this.

If the Council chose not to act, it would therefore choose to accept a higher level strategic risk in the future.

6.0 Options

6.1 Following consideration and informal discussions with members of the Leadership Team, the options to consider can be summarised below.

6.2 **Option 1: No change:** Continue with the current arrangement where the Director of Social Services also operates as the Head of the Children and Families Service.

6.3 **Option 2: Separate both functions:** Create and fund a separate Head of Children and Families Service post, enabling the Director of Social Services to fully discharge their statutory and strategic role. The role of business manager and administrative support in place at present would report to the Director and would support the Children and Families Services and the Adults Services.

6.4 **Option 3: Strengthen the current structure:** Adding responsibilities to one of the existing managers within the Children and Families Service, in order to free up more of the Director’s time to focus on strategic matters and corporate advice.

7.0 Options appraisal

7.1 The following criterion was used to consider the possible effects of each option, as noted below:

- Risks – effect on performance and compliance.
- Capacity, resilience and strategic leadership ability.
- Financial implications.
- Effect on the ability to contribute on a whole Council level, regionally and nationally.
- Influence on the Council's ability to modernise, adjust and create change in the future.
- Possible disruption (strategic/operational/to other roles).

7.2 The options appraisal has been summarised on Table 1 on the next page.

Table 1: Options Appraisal for the structure of the Children and Families Service

Options	Risks – impact on performance and compliance	Capacity, resilience and strategic leadership capability	Financial implications	Impact on the ability to contribute fully at Council-wide, regional and national levels	Influence on the Council's ability to modernise, adapt and deliver future change	Potential disruption (strategic/operational/other roles)	Score
Option 1 – No Change	0	0	10	0	5	10	25
Option 2 – Fully separate the two functions – requires the appointment of a new Head	10	10	5	10	10	0	45
Option 3 – Assign additional responsibilities to one of the Service's senior managers, but at a level below Head.	0	0	5	10	0	0	15

Scoring	
Positive / Low Impact	10
Little Impact / Negligible Impact	5
Negative / High Impact	0

8.0 Summary and Recommendation

- 8.1 The requirements within social services have increased significantly over recent years. Social services operate in an environment that is now extremely complex where strategic impact is needed. The risks associated has led to the need to complete this review of leadership arrangements within this area of work.
- 8.2 After considering the options that have been assessed, the arrangement that offers the highest level of assurance in terms of governance, resilience and strategic ability and affect is to establish a specific role for the Head of Children and Families Services, separating functions as they are today.

This would strengthen the process of sharing operational and strategic responsibilities and will provide the Council with additional capacity to respond to future challenges. The proposed structure under review is in Appendix 1. Further detail on the financial implications of operating this option is available at the end of the report.

PART B

The Case for Restructuring the Regulation and Economic Development Service

9. Background

- 9.1 The Economic Development and Regulation Service is one of the Council's most varied portfolios. It includes statutory regulatory functions including planning, building management, environmental health, trading standards, licensing and corporate health and safety. At the same time, it includes strategic economic development functions such as investment, economic development, Energy Island, the visitor economy, leisure and many economic projects of regional and national importance. The service therefore includes a unique mixture of reactive, statutory, regulatory and strategic responsibilities.
- 9.2 When the service was established in its current form, the arrangement was reasonable and appropriate. However, since then, the volume and complexity of the work have increased significantly. Development such as the Local Development Plan, the Freeport, Gwyndod nuclear power station and the growth of the expanded economic programme has added significant responsibilities. A recent Performance Assessment has also highlighted the need to strengthen the Council's ability to change, to transform and fulfil strategic projects.

10.0 Strategic Considerations

- 10.1 The review has asked is it realistic for one model of leadership to continue to deliver:
- Effective supervision over high risk regulatory functions;

- Lead on large economic projects, with some being the most ambitious projects on the Island for decades;
- Contribute fully on a whole council level;
- To be influential, regionally and nationally;
- Daily operational supervision.

10.2 The review has concluded that the situation has reached a point where the size of the portfolio and the speed of developments justify the change to the leadership model.

10.3 This doesn't indicate that the current arrangement has failed. Instead, it reflects the fact that the service itself has changed significantly since it was established.

11.0 Risks of not acting

11.1 The risks associated with keeping the current arrangements are as follows;

- Over expanding the capacity of leadership. As an employer, the Council has to be aware of the risks associated with staff wellbeing and resilience when a structure is too ambitious.
- Increasing dependency on key individuals;
- Less ability to concentrate on strategic economic opportunities;
- Less capacity to lead programmes for change;
- More risk with compliance and governance in areas of regulation;
- Risk to the Council's reputation if increasing pressure affects the service's ability to maintain standards over time.

11.2 It's also important to recognise that the cost of not acting can be more than the cost of changing if economic opportunities, organisational ability or resilience of leadership were affected over time.

11.3 If the Council should choose not to act, it would therefore accept a higher level organisational risk in the future.

12.0 Options

12.1 Following consideration and informal discussions with members of the Leadership Team, the options to consider can be summarised below.

12.2 **Option 1: No change:** Keep the current structure, with some managerial adjustments if possible.

12.3 **Option 2: Transfer some elements of the Service:** Transfer some elements of the Service to another service or services within the Council.

12.4 **Option 3: Create two services:** Split the current service and create two new services, and in doing so establish a new Head of Service role, in addition to the existing Head of Service role. The role of the business manager and administrative support that's currently in place would be shared between the two new service.

13.0 Options appraisal

13.1 The following criterion was used to consider the possible effects of each option, as noted below:

- Risks – effect on performance and compliance.
- Capacity, resilience and strategic leadership ability.
- Financial implications.
- Effect on the ability to contribute on a whole Council level, regionally and nationally.
- Influence on the Council's ability to modernise, adjust and create change in the future.
- Possible disruption (strategic/operational/to other roles).

13.2 The options appraisal has been summarised on Table 2 on the next page.

Table 2: Options appraisal on the structure of the Economic Development and Regulation Service

Options	Risks – impact on performance and compliance	Capacity, resilience and strategic leadership capability	Financial implications	Impact on the ability to contribute fully at Council-wide, regional and national levels	Influence on the Council's ability to modernise, adapt and deliver future change	Potential disruption (strategic/operational/ other roles)	Score
Option 1: No change	0	0	10	0	0	5	15
Option 2 – Transfer some elements of the Service to another service or services within the Council	0	0	10	5	5	0	20
Option 3 – Create two new services, with one leading on economic development areas and the other on areas of regulation – a new Head of Service will need to be appointed	10	10	5	10	10	5	50

Scoring

Positive / Low Impact	10
Little Impact / Negligible Impact	5
Negative / High Impact	0

14.0 Recommendation

- 14.1 Three options have been formally assessed. The assessment concluded that the strongest strategic option is to create two new services, which is:

Regulation Service, and

Economic Development Services.

The new possible structure for both Services can be seen in Appendix 2 and 3.

Under this structure, an additional Head of Service role will be created as part of the new arrangements. The options appraisal shows that this is the best performing option in terms of resilience, strategic ability, governance and achievement.

15.0 Financial Implications

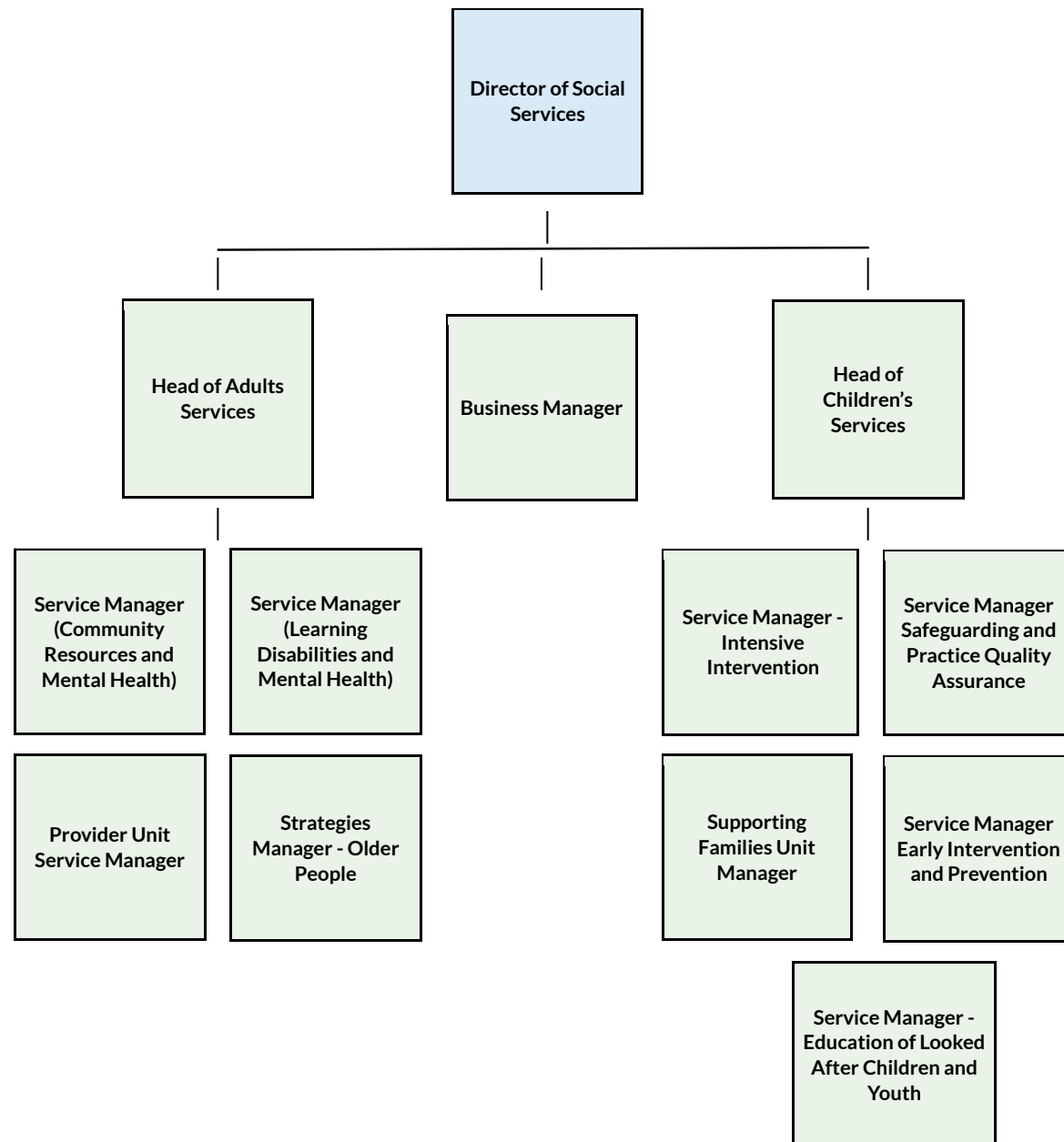
- 15.1 The two strongest options in this report means that additional investment is needed within the capacity of leadership, with both leading to a maximum cost of £120,000 per annum. If the Council were to support the proposals in this report, and that two appointments were made to both roles during the 2026/27 financial year, some reserves would need to be released, with the exact additional cost depending on the officers' new start date. In order to fund the roles from 2027/28 onwards, a total of £240,000 (and inflation) would need to be added to the budget from 2027 onwards.
- 15.2 When considering the financial implications, consideration must be given not only to the direct cost of the proposals, but also the value of additional capacity, specifically in the reduction in risks, but also improvement in resilience and a stronger ability to achieve the strategic aims of the Council in the long term. The review concludes that the strategic and organisational benefits justify the needed investment.
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16.0 Conclusion

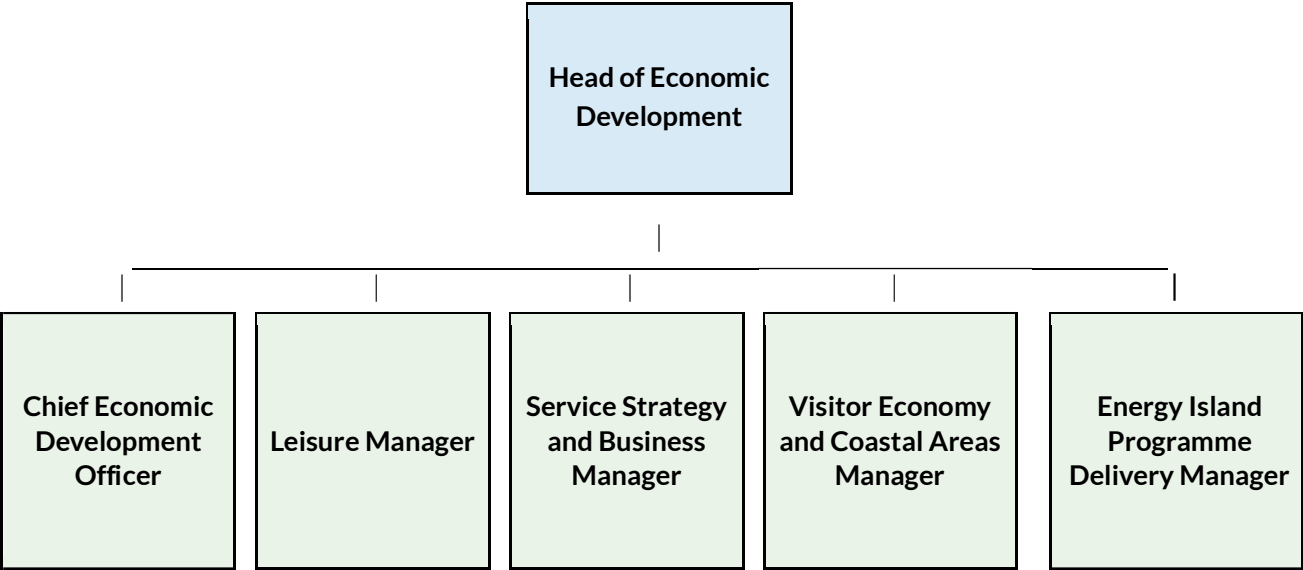
- 16.1 This report asks the Council to make a decision about the future. It doesn't report on any failures or solving a performance issue. It is a report about ensuring that the Council's leadership arrangements reflect the organisational reality that faces the Council.
- 16.2 Both reviews have come to the same standard conclusion. The volume, complexity and importance of the relevant responsibilities all justify the need to strengthen leadership capacity.
- 16.3 Operating the proposals would strengthen governance, organisational resilience, would support succession and improve the Council's ability to achieve its statutory and corporate priorities in the long term.

It is recommended that the Council approves the recommendation noted in Part A and Part B of this report.

Appendix 1: Proposed structure for Social Services



Appendix 2: Proposed structure for the Economic Development Service



Appendix 3: Structure in mind for the Regulation Service

