

**TO: COUNCIL
29 NOVEMBER 2017**

**ESTABLISHMENT OF AN APPOINTMENT COMMITTEE
(Chief Executive)**

1 PURPOSE OF DECISION

This report informs Members of initial steps being taken towards streamlining of the Council's senior leadership team and seeks to establish a Committee to undertake a number of Chief Officer appointments as the initial phase of moving towards an integrated "People Directorate".

2 RECOMMENDATIONS

The Council is asked to agree:

2.1 That a Committee of the Council of five members (4:1), (plus up to five substitute members) be appointed, with the following terms of reference:

"To interview and appoint on behalf of the Council to Chief Officer posts within the current Directorates of Children, Young People & Learning and Adult Social Care, Health & Housing".

2.2 That the nominated Members are to be confirmed.

2.3 That the substitute Members are to be confirmed.

3 REASONS FOR RECOMMENDATIONS

3.1 To ensure that the appointment process leading towards the creation of a "People Directorate" is carried in accordance with the Council's Constitution in as timely manner as possible.

4 ALTERNATIVE OPTIONS CONSIDERED

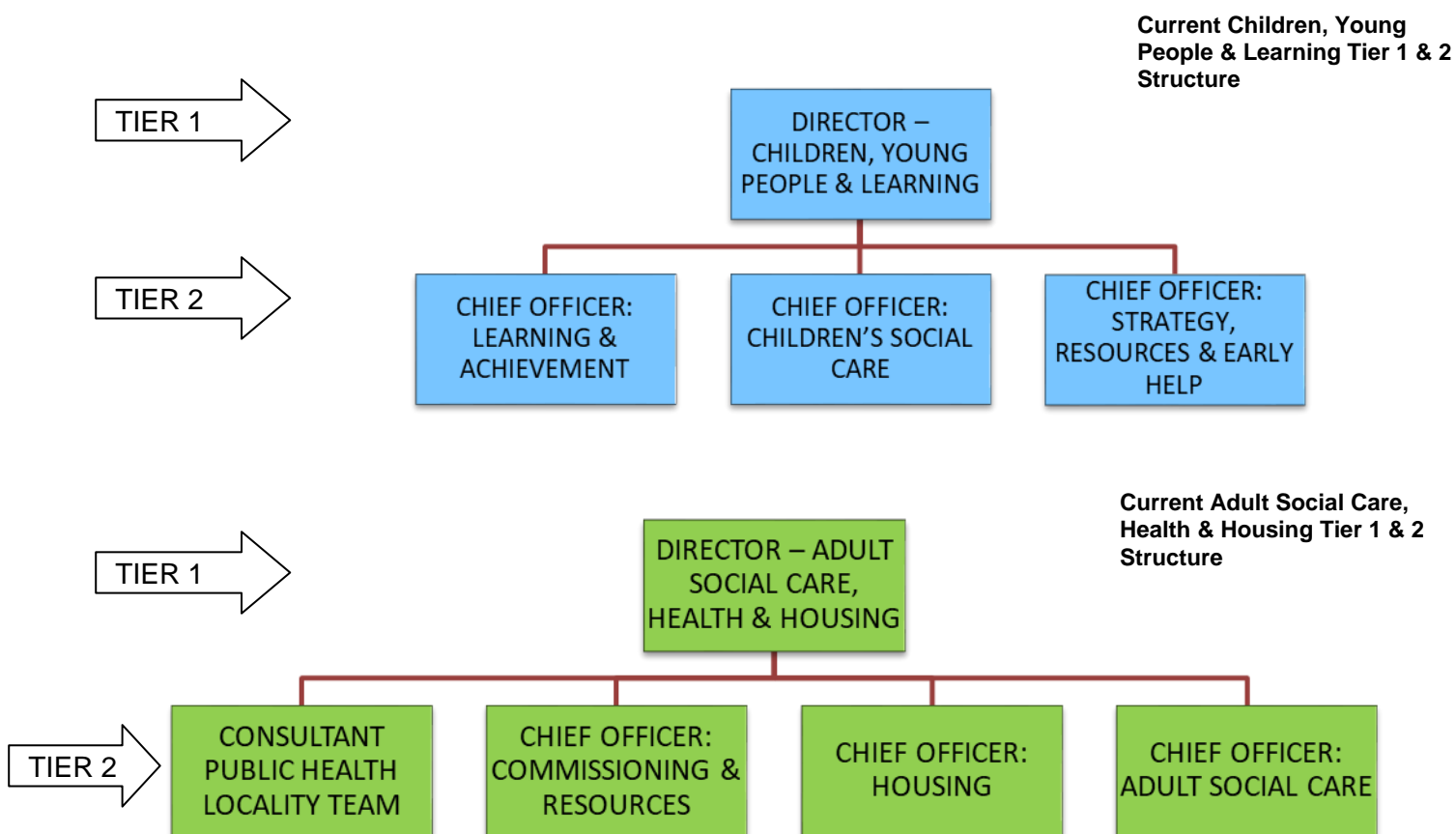
4.1 Any recruitment exercise requires the establishment of an appointment committee.

5 SUPPORTING INFORMATION

5.1 At its meeting on 21 November the Executive endorsed proposals by the Chief Executive to begin the process of structural integration of services provided within the Children, Young People & Learning and Adult Social Care, Health & Housing Departments as the first steps in a four phase programme to create a fully integrated "People Directorate".

5.2 There are currently seven Chief Officer posts in the two existing Directorates. All of these posts except for the Consultant in Public Health role are impacted by the

proposed changes to move, over a period, to a single Directorate dealing with all learning and all social care and early help functions. The roles are currently in two separate structures as below.



The six current Chief Officer posts affected are:

Role	Responsibilities
Chief Officer: Learning & Achievement	School Improvement, Governors, Community Learning, Targeted Services, Special Educational Needs, Safeguarding & Inclusion, Education Psychology
Chief Officer: Children's Social Care	Child Protection, Looked After Children, Youth Offending, Duty & Assessment, Under & Over 11s Teams, Family Placement, Disabled Children
Chief Officer: Strategy, Resources & Early Help	Youth Services, Early Help, Early Years, Performance & Governance, School Admissions, Policy, LSCB, Property Previously ICT, Finance, HR
Chief Officer: Commissioning & Resources	Joint Commissioning, Drugs & Alcohol Service, Business Intelligence Previously HR, IT, Finance
Chief Officer: Housing	Housing Strategy & Needs, Forestcare, Benefit Services
Chief Officer: Adult Social Care	Adult Community Team, Learning Disability & Autism Spectrum Disorder, Emergency Duty Service, Safeguarding & Practice Development, Community Mental Health Team, Direct Payments

5.3 Stages of development of a People Directorate

The move to a People Directorate will be delivered in stages to ensure that the organisation retains the capacity to make the necessary changes in a measured way.

The Chief Officer alignment represents stage one of a four stage process. Stage 2 will focus on Heads of Service that support Chief Officers. The aim will be to ensure that the right people are in post, with the right alignment to priorities and resources. Functions will be aligned to achieve efficiencies by reducing the number of Tier 3 Managers.

Throughout the first two phases both Directors will remain in place but two of the Chief Officers posts dealing with cross cutting services will report to both Directors.

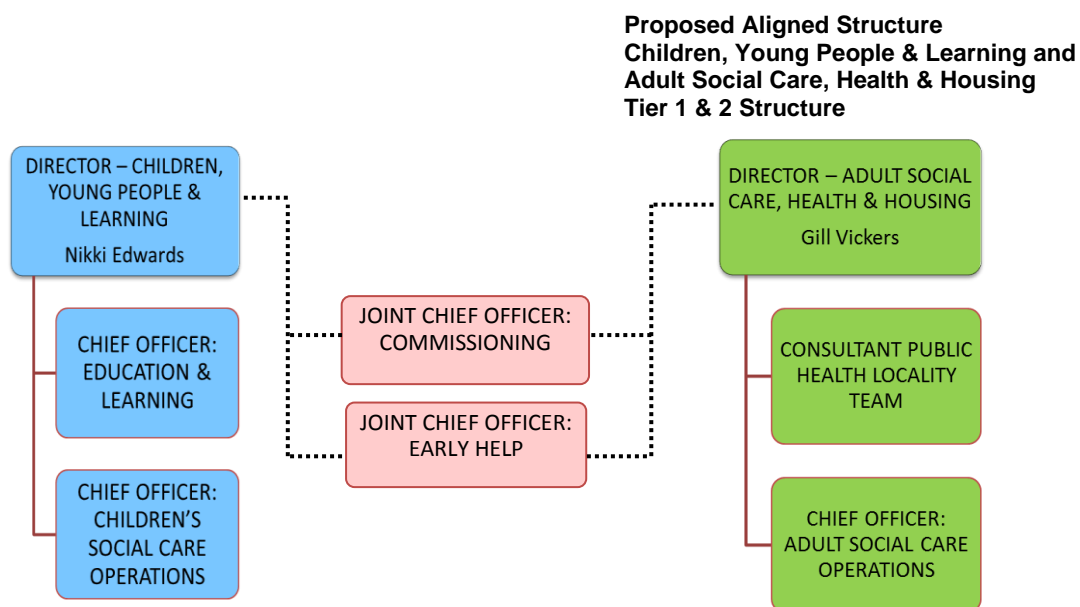
Stage 3 – will see the move to a single Directorate, under a Director of People Services. However, this will not take place until the alignment of early help and commissioning has taken place across the two service areas. There is no definite timescale for this. Finally, Stage 4 will focus on alignment of all functions within the new integrated Directorate.

The proposed changes will support improved outcomes and efficiency in two ways. The first is through aligning support pathways for all people regardless of their age to enable the Council to provide holistic support to families that address all of their needs rather than run the risk of having two or more departments dealing with them. Bringing leadership and, eventually, practitioners together is intended to facilitate this change and move away from narrowly defined organisational silos. This will be a journey over time that will develop when the right roles, individuals and culture are in place.

A second benefit is the ability to recruit, retain and deploy specialist capability across both adults and children's. Whilst its track record stands comparison with any Council, as a small organisation, Bracknell Forest does struggle to afford or sustain the level and type of resource needed to effectively support operational services to deliver consistent high quality support. Aligning functions including commissioning, complaints and quality assurance will be more cost effective, enabling the Council to attract and reward the right calibre of staff and provide consistency.

- 5.4 The current proposal, therefore, is to align some common structures for adults and children's services. In doing so, the current Chief Officer roles, six in total will be replaced by five newly created roles plus the Consultant in Public Health. Of these there will be two roles within Children, Young People & Learning, one role within Adult Social Care, Health & Housing, and two roles that will be joint between the two.

The proposed phase 1 structure is below:



The new posts will be:

Role	Responsibilities
<i>Chief Officer: Education & Learning</i>	School Improvement Traded Services Special Educational Needs & Disability Admissions Community Learning
<i>Chief Officer: Children's Social Care Operations</i>	Children's Social Care Practice including Access, Assessment & Review, Specialist Children's Services
<i>Chief Officer: Adult Social Care Operations</i>	Adult Social Care Practice including Intermediate Care, Complex Care, Learning Disability and Mental Health
<i>Joint Chief Officer: Commissioning</i>	Quality Assurance, Governance And Standards Transformation Project Management & Change Market Development & Contract Management Virtual School LSCB
<i>Joint Chief Officer: Early Help & Business Development</i>	Early Help & Prevention across all ages Housing Development And Commercialisation of Internal Services

Appointment Committee

- 5.5 The Council's Officer Employment Procedure Rules, which form Part 4, Section 12 of the Constitution, deal with the arrangements for the appointment of officers at director and chief officer level.
- 5.6 In the current situation, it is proposed to ring-fence the recruitment of all five affected Chief Officer posts to the existing Chief Officers and Heads of Services. However, in starting this phased integration it is essential to ensure the right calibre of candidate is appointed and so it is proposed to all posts are subject to application and subsequent interview by a Member Panel. If the Committee does not appoint to any of the posts, they would then be advertised externally.
- 5.7 The Officer Employment Procedure Rules require that where a committee is to be established for the purposes of making an appointment it should include at least one Member of the Executive. Whilst it is a matter for the political groups to make their own nominations, in this instance it would be appropriate for the Executive Member responsible for Children, Young People and Learning and the Executive Member for Adult Social Care, Health & Housing to serve on the Committee. It is also suggested that the Chairman of the Employment Committee be included within this framework. It is suggested that the Committee should comprise five Members and in order to reflect the political balance on the Council, four of these Members would be from the Conservative Group, with the remaining Member the Labour Councillor. Accordingly, nominations have been sought from the Leader and will be announced at the Council meeting.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Treasurer

- 6.1 There are no financial implications arising from the establishment of the Appointment Committee.

Borough Solicitor

- 6.2 The Appointment Committee process accords with the Council's constitution particularly section 12 part 4 and S151 Local Government Act 1972.

Equalities Impact Assessment

- 6.3 The recruitment process will be conducted in accordance with the Council's employment policies.

Strategic Risk Management

- 6.4 Not to recruit to the post would expose the Council to risk as the functions identified in paragraph 5.1 could not be carried out effectively.

7 CONSULTATION

Principal Groups Consulted

- 7.1 Group Leaders regarding composition of the Committee.

Method of Consultation

7.2 Discussion and email.

Representations Received

7.3 Not applicable

Background Papers

None

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