

Appointments Committee	
Monday 14 September 2020 at 2.00 pm	
Please note that this meeting will be held remotely and can be viewed on the County Council website at www.gloucestershire.gov.uk	
AGENDA	

1	APOLOGIES FOR ABSENCE To note any apologies for absence.	Sophie Benfield
2	MINUTES (Pages 1 - 4) To approve the minutes of the meeting held on 6 March 2020.	Chair
3	PUBLIC QUESTIONS To answer any written public questions about matters which are within the powers and duties of the Committee. The closing date/time for the receipt of questions is 10.00am on 7 September 2020. <i>Depending on the nature of the questions asked it may not be possible to provide a comprehensive answer at the meeting, in which case a written answer will be supplied as soon as reasonably possible after the meeting.</i>	Sophie Benfield
4	MEMBERS' QUESTIONS To answer any written members' questions. The closing date/time for the receipt of questions is 10.00am on 7 September 2020.	Sophie Benfield
5	EXECUTIVE DIRECTOR OF ADULT SOCIAL CARE AND PUBLIC HEALTH (Pages 5 - 8) To consider the attached report.	Mandy Quayle

Membership – Cllr Richard Boyles, Cllr Mark Hawthorne MBE, Cllr Paul Hodgkinson, Cllr Nigel Moor, Cllr Kathy Williams and Cllr Lesley Williams MBE

- (a) **DECLARATIONS OF INTEREST** – Members requiring advice or clarification about whether to make a declaration of interest are invited to contact the Acting Monitoring Officer, (Rob Ayliffe Tel:01452 328506/ e-mail: rob.ayliffe@gloucestershire.gov.uk) prior to the start of the meeting.



- (b) **INSPECTION OF PAPERS AND GENERAL QUERIES** - If you wish to inspect minutes or reports relating to any item on this agenda or have any other general queries about the meeting, please contact: Sophie Benfield, Democratic Services Adviser
☎:01452 324094/ e-mail: sophie.benfield@gloucestershire.gov.uk
- (c) **GENERAL ARRANGEMENTS**
- 1 Members are required to sign the attendance list.
 - 2 Please note that substitution arrangements are in place for Scrutiny (see page 81 of the Constitution).
- (d) Please note that photography, filming and audio recording of Council meetings is permitted subject to the Local Government Access to Information provisions. Please contact Democratic Services (Tel 01452 324202) to make the necessary arrangements ahead of the meeting. If you are a member of the public and do not wish to be photographed or filmed please inform the Democratic Services Officer on duty at the meeting.



APPOINTMENTS COMMITTEE

MINUTES of the meeting of the Appointments Committee held on Friday 6 March 2020 commencing at 3.00 pm at the Members' Room - Shire Hall, Gloucester.

PRESENT

Cllr Richard Boyles	Cllr Nigel Moor
Cllr Iain Dobie	Cllr Lesley Williams MBE
Cllr Mark Hawthorne MBE	
Cllr Iain Dobie	

1. APPOINTMENT OF CHAIRPERSON

Cllr Mark Hawthorne was appointed as Chair for the remainder of the 2019-2020 Civic Year.

2. APOLOGIES FOR ABSENCE

Apologies were received from Cllrs Paul Hodgkinson and Kathy Williams.

Cllr Iain Dobie was present as a substitute.

3. MINUTES

The minutes of the previous meeting held on 5 February 2019 were approved (subject to a minor typo) and signed as a correct record.

4. PUBLIC QUESTIONS

No public questions were received.

5. MEMBERS' QUESTIONS

No members questions were received.

6. PAY POLICY STATEMENT 2019/20

6.1 Nick Lerry, Employer Relations Manager, gave a brief overview of the Pay Policy Statement annual review, the Committee noted the following changes:

- Additional information on coverage for this policy. It had been made clearer that this applied to all council employees, including for example, Firefighters, Soulbury Committee and schools (paragraphs 5 – 7 and elsewhere).
- The details on the restructured Green Book national pay spine (implemented April 2019) and the council's new Green Book grading structure (implemented September 2019) have been removed as this detail was no longer needed, post-implementation.

- There was now an expanded reference to external sources of pay determination (to include national conditions of services and statutory provisions).
- At paragraph 7 there was additional information about the Unattached Teachers Pay Panel to apply national conditions.
- New job titles for posts listed in the 'senior salaries' section at paragraph 17.
- There was now a clear statement of the requirement for relevant decision by specified officers to be recorded in writing.
- Following a review of the remuneration arrangements for apprentices, paragraphs 58-60 recommend revised pay rates for level two and three apprenticeships.
- Finally, there had been a general re-ordering of paragraphs to improve the logical flow of information.

6.2 A member questioned the pay arrangements for level four to seven apprenticeships. It was advised the rates were equivalent to 80% of the grade of the job in which the apprentice was based. This was because at these levels, apprentices were carrying out substantive working roles within the Council but the less 20% reflected the required day of study they would have offsite each week.

6.3 The Committee noted that National Graduates were under a separate pay arrangement which was a spot salary set at a national level.

6.4 It was questioned whether employees at GCC working zero hour contracts would be effected if they had to take time off work in relation to the Coronavirus. It was advised that these employees have the same rights to pro rata pay and conditions, including occupational sickness leave, as any other employee of the Council.

6.5 A member queried the process of agreeing recruitment and retention payments as outlined in paragraphs 51-52. It was noted that recent payments of this kind had been significant in some areas and the wording suggested appeared to allow these decisions to be made without any political oversight (although noting this may not be the case in practice).

6.6 Members agreed to amend paragraph 52 to add the additional wording:

"in consultation with the relevant Cabinet Member"

ACTION: NICK LERRY

6.7 ***RESOLVED TO RECOMMEND TO THE COUNCIL that the attached revised Pay Policy Statement 2019-20 be adopted, subject to the requested amendment.***

7. SENIOR MANAGEMENT STRUCTURE

- 7.1 Mandy Quayle, Director of Digital and People Services, gave a brief outline of the recommendations from this report.
- 7.2 There was a proposal to replace the vacant Director of Strategy and Challenge post with a Director of Policy, Performance and Governance. The post would have a similar scope of services but would allow a Head of Service post to be removed and therefore achieve a financial saving.
- 7.3 It was advised that the new Director post would be interviewed for internally as there had been a lot of change within the senior management team in recent years, with all Director posts being filled externally. It would be a real benefit to retain internal knowledge and also support development of existing employees.
- 7.4 The report also reflected wider changes made to the senior management structure.
- 7.5 It was clarified that following the peer review in 2018, there was a suggestion that the move to 'clusters' had caused confusion within the organisation. Whilst it was absolutely clear moving back to a directorate set up did not mean a return to 'silo working' between departments, it would offer better clarity for staff.
- 7.6 A member was reassured that the Joint Director & MD City Council being part of the Strategic Leadership Team did not mean the City Council, compared to other district councils, was being unfairly represented at a County level.
- 7.7 The Committee approved the recommendations as outlined in the report.

CHAIR

Meeting concluded at 15:30.

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APPOINTMENTS COMMITTEE REPORT

Committee Date	14 September 2020
Officer	Mandy Quayle, Director of Digital and People Services on behalf of Peter Bungard, Chief Executive and Head of Paid Service.
Purpose of Report	To summarise a proposed change to the Council's senior management structure; approve consequent decisions, and note the process for appointing to the new combined post of Executive Director of Adult Social Care (DASS) and Public Health.
Recommendations	<p>The committee agrees that:</p> <ul style="list-style-type: none"> • The separate posts of Executive Director of Adult Social Care (DASS) and Director of Public Health are deleted, and are replaced with one new combined role, Executive Director of Adult Social Care and Public Health. This post will incorporate the statutory requirements and encompass the wider responsibilities of both of the individual posts. • The single candidate for the Executive Director of Adult Social Care and Public Health role will be the existing GCC employee who currently holds the Director of Public Health post. <p>The committee notes the following:</p> <ul style="list-style-type: none"> • Subject to the above recommendations being agreed, an Appointments Sub-Committee will be held on the 29 September 2020 to assess and potentially appoint the Executive Director of Adult Social Care and Public Health.
Resource Implications	<p>The current Director of Public Health post, if vacated by the internal promotion of the current post holder to the Executive Director of Adult Social Care and Public Health, will be deleted. The full year saving from combining the two positions will be in the region of £140,000.</p> <p>The current position of Deputy Director of Adult Social Care will be increased to full time on the retirement of the current post holder. The increase in costs will be approximately £50,000 and therefore the annual saving associated with this proposal is approximately £90,000.</p>

MAIN REPORT CONTENTS

1. Purpose of Report

The purpose of this report is to update members on a further phase of changes to the Council's senior management structure; approve the consequent decisions and to agree the process of appointing to the newly created position.

2. Background

Following a number of changes in the senior team, CoMT began conversations regarding our operating model and senior leadership team in 2019 to ensure that we are best placed to meet our 'Gloucestershire – Looking to the future' aims and objectives.

The Appointments Committee agreed at its meeting on 5 February 2019 to delete the Director: Strategic Finance post and replace it with the role of Deputy Chief Executive or Director of Corporate Resources which combined the s151 role with oversight of a wider range of services. The Executive Director of Corporate Resources joined in the Council in July 2019.

The Appointments Committee agreed at its meeting on 6 March 2020 to establish the role of Director of Policy, Performance and Governance which would include the Monitoring Officer role and an appointment was made to this post on 11 March 2020.

3. Senior Management Structure

The Executive Director of Adult Social Care advised, in late 2019, of her intention to retire in spring 2021. The Chief Executive started an engagement exercise with the Executive Directors and Directors within Adult Services to hear their suggestions and proposals around the senior management structure of that area, so that some recommendations could be prepared for Members on the way forward. The key recommendation from the engagement process is that the individual posts of the Executive Director of Adult Social Care and of the Director of Public Health be replaced with one new combined role, Executive Director of Adult Social Care and Public Health, which will incorporate the statutory requirements for, and encompass the responsibilities of, both of the individual posts.

There is an established working relationship between the two directorates and a natural affinity between the services, both focussed on the wellbeing of the most vulnerable adults in our county.

The Care Act brought about radical change in terms of the culture, funding and the practice of social care. There are a number of areas of synergy between social care and public health, for example the 'wellbeing principle' where decisions about

an adult must promote their wellbeing. The Act also placed a duty on local authorities to prevent care needs becoming more serious. Such an approach encompasses a range of public health services and merging the posts would enable public health principles to be further embedded in the work of adult social care and enhance the next stage of the Council's demand management approach.

The Director of Public Health (DPH) has a statutory duty to lead the county's work in tackling health inequalities; this involves working with a range of vulnerable groups and understanding the homes and communities in which people live. The DPH's leadership in relation to the development of healthy places will increase the number of years of healthy life thus reducing dependency on services, where as the DASS role is responsible for the professional leadership and operational leadership of services for people when they are most disadvantaged and vulnerable. Furthermore there are obvious areas of overlap around the safeguarding agenda, mental health, drugs and alcohol, domestic abuse and poverty.

In addition, both the DASS and DPH roles are system leaders and work together and with partners to join up health and care services across Gloucestershire. The NHS has set a clear strategy to develop integrated care systems (ICS) and both public health and adult social care are integral to this. In Gloucestershire both roles have been heavily involved in the creation and development of the ICS and this is a testament of the strength of our relationship with the CCG and other local health partners. There is an obvious efficiency in merging the two posts which will also enable a greater focus on the needs of the Council in evolution of the ICS.

There is a national shortage of experienced Adult Social Care officers and it is highly likely that an external recruitment process would not result in attracting a suitable applicant. The proposed approach takes advantage of the fact that we have a skilled, respected officer in the Director of Public Health post who would stay longer in the council if there is the opportunity for development.

Furthermore there has been a significant amount of turnover in corporate leadership in recent years. A number of long serving individuals have left to take up promotion opportunities in other councils or have come to retirement age. Only the Chief Executive, the Director of Public Health and the two joint appointments, one with Gloucester City Council and the other with the CCG, have longer than two years on the senior team. As a consequence there is organisational benefit to supporting internal progression in order to enable the retention of organisation learning and stability.

4. Appointment of the Executive Director of Adult Social Care and Public Health

Should the Appointments Committee agree to this approach, it is proposed that there will be an internal selection process. The internal selection is justified as a reasonable alternative to redundancy, given the proposed deletion of the Director

of Public Health post. The final stage of the process would be an Appointments Sub-Committee held on 29 September 2020 in order to interview the shortlisted candidate and potentially appoint to the post.

5. Resource Implications

Should the current post of Director of Public Health become vacant as a result of this process, it will be deleted. This will amount to c. £140,000 savings including on-costs during 2021/22.

This annual saving will reduce at a future time when the current part-time Deputy Director of Adult Social Care retires fully from employment, and is replaced by a full time appointee. As the current Deputy DASC works 0.6, there will be an additional investment of c. £50,000 required to appoint at full time.

Therefore the net annual saving in future years amounts to c. £90,000.