

## APPOINTMENTS COMMITTEE REPORT

<b>Committee Date</b>	14 September 2020
<b>Officer</b>	Mandy Quayle, Director of Digital and People Services on behalf of Peter Bungard, Chief Executive and Head of Paid Service.
<b>Purpose of Report</b>	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.
<b>Recommendations</b>	<p>The committee agrees that:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p>The committee notes the following:</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Resource Implications</b>	<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.