

<b>Title of Report:</b>	<b>Creation of a new Head of Service post in the Communities Directorate</b>
<b>Report to be considered by:</b>	Executive on 12 February 2015
<b>Forward Plan Ref:</b>	EX2952

**Purpose of Report:**

To secure agreement for the creation of a new position of Head of Prevention and Developing Community Resilience within the leadership team of the Communities Directorate.

**Recommended Action:**

To agree the creation of a new Head of Service post within the Council's senior management structure noting the financial implications of doing so.

**Reason for decision to be taken:**

The recent LGA Peer Review has highlighted concerns regarding strategic capacity within the Council. These concerns have been discussed previously and it is now acknowledged that additional capacity needs to be sought if the Council is to address the many challenges that lie ahead. It also needs to be recognised that there are significant challenges within the Communities Directorate itself with major legislative change, increasing demand and a number of significant funding pressures. Taken together this is driving the need to look at new ways of working. This cannot be achieved with current resources hence the need to increase capacity at senior management level.

**Other options considered:**

1. Maintain the status quo. This will not provide the capacity needed to deliver the change programme that has now been put in place.
2. Split the Directorate into two – one focused on Children and the other on Adults. This is the situation the Council was in prior to the last Senior Management Review. At present around 2/3rds of upper tier authorities have these two functions managed separately. If enacted this option would be more expensive but it would deliver the required capacity. It would though work against the integration that drove the original decision to combine these two areas. This has and continues to bring benefits and efficiencies within the Communities Directorate and it would be a retrograde step to potentially weaken this by splitting the Directorate. The underlying model of 'People, Place and Resources' as the basis for the Council's management structure is still seen to be appropriate for this Council and it is therefore proposed to make no change but to deploy additional resources within that structured framework.

**Key background documentation:**

JD - Head of Prevention and Developing **Community Resilience**

The proposals contained in this report will help to achieve the following Council Strategy priorities:

- CSP1 – Caring for and protecting the vulnerable**
- CSP2 – Promoting a vibrant district**
- CSP3 – Improving education**

The proposals will also help achieve the following Council Strategy principles:

- CSP7 - Empowering people and communities**
- CSP8 - Doing what's important well**

#### **Portfolio Member Details**

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<b>Date Portfolio Member agreed report:</b>	22 January 2015

#### **Contact Officer Details**

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## Implications

- Policy:** None
- Financial:** The funding for this post comes from the re-use of the budget previously held for the Service Manager for Children's Commissioning, plus the re-use of the budget previously held for the Deputy Director's honorarium, plus modest use of Troubled Families funding, as the post-holder will have line management responsibility for the Troubled Families programme (Turnaround). No new funding is therefore being sought for this additional post.
- Personnel:** This creates a new post. It does not increase the establishment, overall, as it replaces a Service Manager post, which has been withdrawn. However, it will increase the total number of Heads of Service and therefore change the Council's Management Structure. It has been agreed that the post can be advertised prior to securing the agreement of the Executive, due to the urgency of the requirement and the fact that there are no financial implications.
- Legal/Procurement:** None
- Property:** There will need to be a suitable location found for this HoS to be based at West Street House in order to maximise opportunities to work across the Communities Directorate and liaise with the Corporate Director (communities).
- Risk Management:** The creation of this post is effectively a risk mitigation activity. It is a response to the level of risk arising in the Communities Directorate from a combination of rising demand, diminishing resources and the requirement to achieve transformational change alongside the "business as usual".

Is this item relevant to equality?	Please tick relevant boxes		No
Does the policy affect service users, employees or the wider community and:			
• Is it likely to affect people with particular protected characteristics differently?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
• Is it a major policy, significantly affecting how functions are delivered?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
• Will the policy have a significant impact on how other organisations operate in terms of equality?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
• Does the policy relate to functions that engagement has identified as being important to people with particular protected characteristics?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
• Does the policy relate to an area with known inequalities?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Outcome</b> (Where one or more 'Yes' boxes are ticked, the item is relevant to equality)			
Relevant to equality - Complete an EIA available at <a href="http://intranet/EqIA">http://intranet/EqIA</a>			<input type="checkbox"/>
Not relevant to equality			<input checked="" type="checkbox"/>

# Executive Report

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## 1. Introduction

- 1.1 The findings of the LGA Peer Challenge were reported to the Executive late last year. Amongst many positive findings were concerns regarding the Council's strategic capacity given the challenging legislative and financial agenda that lies ahead. Further discussions have highlighted two specific concerns;
- (1) The capacity of the Chief Executive given his 'twin hatted' role in acting as Chief Executive and Corporate Director for the Resources Directorate and;
  - (2) Capacity within the Communities Directorate, due both to the 'twin hatted' role of the Corporate Director in managing both Children's and Adults' functions, and a major change agenda that is currently underway in that part of the Council
- 1.2 This report seeks to address the latter of these two issues. The former will be the subject of a further report in due course.
- 1.3 The leadership capacity of the Communities Directorate is relatively small. There is one director and five heads of service, covering the policy areas of adults and children's social care, housing and education (representing about 2/3 the council's business, by value) at a time when all these policy areas are subject to significant transformational change of a type often described as "once in a generation".
- 1.4 The demands on the Directorate are increasing. These include, but are not limited to: high ambition for the scholastic attainment of all our children and therefore for the quality of our schools in an environment where the levers of control over schools are being removed; the demands of the Ofsted inspection regime in children's social care, coupled with rising demand from children in need, children requiring protection and children looked after, a turbulent workforce and new duties under the Children and Families Act and other legislation; the implementation of the Care Act in adult social care, the demands of health and social care integration both within the Better Care Fund proposals and beyond, pressures in the local health and social care economy; lack of affordable housing in the district and a strong political ambition to remedy that lack through council action.
- 1.5 Set against the increasing demand on the Directorate there has been a reduction in resources/funding which has taken place over the last six years and is planned to continue for the foreseeable future. This makes responding to demand pressures more challenging and sucks the workforce capacity that might have existed to develop and deliver transformational programmes either out of the Organisation all together or into very challenging day-to-day delivery.
- 1.6 In order to meet the needs of the people of West Berkshire and to manage demand for the Directorate's services, transformational programmes of work are required to move away from a focus on council-delivered services and into much more co-produced or community-led and community delivered activity. Ambition to do this work is high in the Communities Directorate but there is no capacity to lead it with the focus, time and energy that is required.

## 2. Proposals

- 2.1 In response to the pressures outlined above, we could choose to maintain the status quo. However, the Corporate Director and all current heads of service are already working much longer than their contracted hours and in more demanding situations than is sustainable in the long term. Despite the tremendous amount of energy and willingness within the senior team it is no longer possible to cover all the "business as usual" work well, let alone develop new strategic thinking and implement it effectively. We have ruled out the status quo as a way of managing this requirement.
- 2.2 We could split the Directorate back into separate children's and adults services and employ a new Corporate Director to cover one of the domains. This would increase the capacity in these policy areas by the same amount, and could potentially provide an opportunity to bring in specialist adult social care leadership to respond to health and social care integration. It would also increase the leadership capacity at Corporate Board. However this would be a more costly solution (for which the Directorate doesn't have the budget) and would negate the progress that has been made in achieving the benefits of an integrated Communities Directorate rather than separate adults and children's functions. Splitting the Directorate would also mean that the transformational and demand-reduction activity would have to be carried out in each policy area separately, rather than benefitting from an integrated approach. This seems like a backwards step. This option is doable, but not recommended.
- 2.3 The preferred option to increase capacity in the leadership of the Communities Directorate is to add a further Head of Service to the existing five. This addition would also increase capacity in the Corporate Management Team, where capacity is being sought to progress the "collaborative leadership" work currently being sponsored by the Executive and Corporate Board. The advantage of this proposal is that the Communities Directorate does have the budget to cover the costs of a further Head of Service, through re-designating a Service Manager post which is currently being held vacant for this purpose and repurposing the budget for an honorarium and some Troubled Families funding. This proposal is our recommended option.
- 2.4 The proposal is to create a new position of *Head of Prevention and Developing Community Resilience*. The purpose of the post will be to lead the prevention and community resilience development work of the Communities Directorate. The focus on prevention means "prevention of harm" in its widest sense, encompassing both primary and secondary prevention and is intended to lead to a reduction in demand for traditional statutory services by way of resolving problems and issues for adults, children, families and communities before they escalate. The focus on developing community resilience is intended to make the communities' resources in West Berkshire the first port of call for universal and preventative activity to meet the low and medium level needs of residents, before statutory council services are called upon. It is intended both to formally engage communities in provision of defined services, but also to develop communities so that their appetite for informal, locally led problem-solving and provision of support is increased.
- 2.5 The post holder will have responsibility for *Turnaround Families*, the West Berkshire version of the Troubled Families programme. The "Think Family" focus of this programme and its focus on the existing strengths and assets of families and

communities is at the heart of the way community resilience is developed effectively. In addition, the post-holder will be tasked with working proactively with communities in West Berkshire across a range of self-generated and community generated initiatives to develop these approaches collaboratively, drawing on expressions of interest and energy from the community in deciding where to focus.

- 2.6 The post-holder will be linked formally to the Brilliant West Berkshire programme board and will have responsibility for several projects under the auspices of the programme, but will not be solely responsible for delivery of that programme's objectives as these are corporately owned and shared.
- 2.7 The post-holder will have a leadership role, both within the Communities Directorate and corporately which recognises that much of the capacity focused on developing community resilience is distributed throughout the Communities Directorate and the wider council. The post-holder will be expected to support and develop this capacity further through identifying opportunities, initiating training, encouraging and facilitating the development of community resilience through whichever mechanisms appropriately present themselves.
- 2.8 The Job Description and Person Specification for the proposed post is attached at Appendix A. A copy of the current Council management structure and the proposed management structure with this post included as set out in Appendix B.

### **3. Equalities Impact Assessment Outcomes**

- 3.1 This item is not relevant to equality.

### **4. Conclusion**

- 4.1 The recommendation is to agree a new Head of Service post in the Communities Directorate with responsibilities as outlined in the job description attached and to recruit to that post with a view to having a substantive incumbent in time for the new financial year, in April 2015.

## **Appendices**

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Appendix A – HoS P&DCR JD

Appendix B – West Berkshire Senior Management Structure – current and proposed

## **Consultees**

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**Local Stakeholders:** \*

**Officers Consulted:** Nick Carter, Ian Pearson, June Graves, Mark Evans, Tandra Forster, Steve Duffin, Shannon Coleman-Slaughter and Corporate Board.

**Trade Union:** Trade Unions are being consulted on this proposal and any comments will be reported to the Executive.