

Swindon Borough Council

Special Committee

Monday, 10 October 2016

Committee Room 6, Civic Offices

At 5.00 p.m.

Conservative Councillors

David Renard (Chair)
Fionuala Foley
Brian Ford
Russell Holland (Vice-Chair)
Mary Martin
Garry Perkins

Deputies: *All other Cabinet Members*

Labour Councillors

Junab Ali
Jim Grant
Des Moffatt
Kevin Small

Deputies: *All other Labour Shadow Cabinet Members*

Liberal Democrat Councillors

Stan Pajak

Deputies: *All other Liberal Democrat Members*

Committee Officer: Steve Jones (Telephone: 01793 463602)
email: stevejones@swindon.gov.uk

Swindon Borough Council can be contacted at the Civic Offices, Euclid Street, Swindon, SN1 2JH (Telephone 01793 445500)

Access Arrangements - The venue is wheelchair accessible and an infrared receiver hearing system is provided. If you have any special requirements to enable you to attend the meeting or would like to receive any of the pages contained in this agenda in a larger print size, please contact the Committee Officer as soon as possible prior to the date of the meeting.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are reminded that at the start of the meeting they should declare any known interests in any matter to be considered, and also during the meeting if it becomes apparent that they have an interest in the matters being discussed.

3. Minutes (Pages 3 - 6)

To receive the minutes of the meeting held on 4th July 2016.

4. Public Question Time

See explanatory note below. Please phone the Committee Officer whose name and number appears at the top of this agenda if you need further guidance.

5. **Restructure of Children's Services Directorate** DCS (Pages 7 - 14)

6. **Changes to Chief Executive Reporting Structure (CE)**
(Report to follow)

Date of Despatch: 30 September 2016

Key:

Officers:

CE - Chief Executive
DCS - Director of Children's Services

Public Question Time - Swindon Borough Council remains committed to increasing its accountability to the public and to promoting active citizenship. 15 minutes will be allowed at the start of all Council meetings for questions to the Chair from the public about the work of the Committee (except for confidential matters, and matters relating to planning and licensing applications). We will give priority to those who submit questions in writing at least two days before the meeting. Questions must be relevant, clear, and concise. You may not use Public Question Time as an opportunity to make speeches or statements.

Questions in writing should be sent to the Committee Officer whose contact details appear on the agenda above or to the Director of Law and Democratic Services, we will publish it, along with the answer, alongside the Minutes. The process associated with asking a public question is set out in the "Public Question Time at Council Meetings Protocol and Guidance" available on the Council's Website.

(<http://ww5.swindon.gov.uk/moderngov/ecCatDisplay.aspx?sch=doc&cat=13338&path=0>) or from the Committee Officer named above.

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Special Committee - Terms of Reference

The Special Committee shall have delegated to it the power to act for the Council on the advice of the Chief Executive on any policy decision or any particular matter that is urgent and necessary in the best interests of the Council.

The quorum of the Committee shall be three.

Deputy Members may be appointed at the Annual or any meeting of the Council.

Minutes of any proceedings of this Committee shall be submitted to the Council.

SPECIAL COMMITTEE

MONDAY, 4 JULY 2016

PRESENT:- Councillors David Renard (Chair), Junab Ali, Fionuala Foley, Brian Ford, Jim Grant, Mary Martin, Garry Perkins, Kevin Small and Steve Allsopp (Deputy).

Apologies for absence were received from Councillors Des Moffatt.

1. Declarations of Interest

The Chair reminded Members of the need to declare any known interests in any matters to be considered at the meeting.

2. Minutes

Resolved –That the minutes of the meeting held on 25th April 2016 be confirmed and signed as a correct record.

3. Public Question Time

No public questions were asked under Standing Order 28.

4. Organisation changes consequential on the appointment of the Chief Executive

Further to Minute 25 2015/16, the Leader of the Council and the Chief Executive submitted a joint report on the requisite organisational changes required for the second stage of the phased approach to reviewing the required structure for the Council following the appointment of a new Chief Executive and to support the new corporate management structure in fulfilling its role effectively.

This report also sought authority to alter reporting lines for the Head of Localities, Community Involvement and Volunteering, from Chief Executive to the, current, Board Director Service Delivery (proposed to be renamed “Corporate Director Place), and for the Head of Planning, Regulatory Services & Heritage from the, current, Board Director Service Delivery (proposed to be renamed “Corporate Director Place) to the proposed Corporate Director Economy, Regeneration and Skills.

The Chief Executive introduced the report, summarising the rationale behind the proposed organisational changes, particularly with regard to the resolution of interim arrangements put in place following the resignation of the former Chief Executive and facilitating a more dynamic corporate management approach that can best respond to the challenges faced by the Council in going forward with its going local, growing the economy and building resilience ambitions.

Councillors Oliver Donachie and Kevin Small referred to the proposal to rename the post of Board Director Service Delivery and were of the view that the suggested “Corporate Director Place” was insufficiently descriptive. They felt that, unlike other Corporate posts identified in the report, the general functions of the post were not immediately conveyed by the title.

Resolved – (1) That the post of Head of Economy, Skills and Property Development be deleted from the management structure, to be replaced with the post of Corporate Director of Economy, Regeneration and Skills.

(2) That the alteration in the reporting line for the Head of Planning, Regulatory Services & Heritage from the Board Director Service Delivery to the Corporate Director Economy, Regeneration and Skills be agreed.

(3) That the reporting line for the Head of Localities, Community Involvement and Volunteering, be altered from the Chief Executive to the, current, Board Director Service Delivery (which post is proposed to be retitled).

(4) That, subject to (7) below, the revised organisation chart attached at Appendix 2 to the report, be agreed.

(5) That the Chief Executive be authorised to appoint a specialist executive search agency to assist in the recruitment and selection of posts in the approved structure.

(6) That, subject to (7) below, the Director of Law and Democratic Services be authorised to amend the Council's Constitution in accordance with these decisions.

(7) That, in view of members' comments at the meeting, regarding the proposed renaming of the Board Director Service Delivery post, the Leaders of each of the political groups be invited to agree a preferred title for that corporate management role.

5. Restructure of Adult and Public Health Services

Further to Minute 25 2015/16, and the decision of Special Committee to split Adult and Children's Services into separate service areas, the Leader of the Council and the Chief Executive submitted a joint report providing an outline of the proposals to consult staff on changes to the management structure within Adult Social Services and Public Health. It was noted that, as a result of Special Committee's earlier decision, there would be a new Adult and Public Health service area and that, at the same time, the Council had decided to insource adult social work services from SEQOL by February 2017, with a target saving of £0.5m included in the 2016/17 approved budget in addition to a reduction in care package costs of £4.5m.

The report emphasised the need to establish a robust management structure reflecting the responsibilities of the new service area and to ensure the capacity is in place to deliver the Council's Vision, pledges and priorities and deliver the planned savings. The report also sought authority to establish a new Head of Adult Services post, reporting to the Director of Adult Social Services, to provide additional senior capacity.

Resolved – (1) That the proposal to create a new post of Head of Adult Services be supported and that this post be included in the Council's senior management structure, as set out in Appendix 2 to the report.

(2) That the Director of Adult Social Services consult staff on further changes to the management arrangements in Adult and Children's Commissioning in relation to the re-integration of services currently provided by SEQOL, as approved by Cabinet at its meeting on 10 February 2016.

(3) That the Director of Adult Social Services, in consultation with the Cabinet Member for Adults' Health and Social Care, be authorised to implement the new structure following the outcome of the consultation.

6. Old National School Foundation - Appointment of Trustees

The Director of Law and Democratic Services submitted report inviting the Committee to consider a request from The Old National School Foundation to appoint two Councillors as trustees.

It was noted that the trust had been dormant for many years and it was the intention that it should be closed, following the disposal of its current assets to the trust beneficiary, King William School. However, that action needed to be authorised by the Trust Board which, in the absence of Council nominated representatives, was currently inquorate.

Resolved – That Mr Keith Tredget and Ms Nicola Grosvenor be appointed as the representatives to serve on The Old National School Foundation Trust.

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Restructure of Children's Services Directorate

Special Committee

Date: 10th October 2016

Author:	Director of Children's Services
Wards:	All
Locality Affected:	All
Parishes Affected:	All

1. Purpose and Reasons

- 1.1 The Special Committee on 16th April 2016 approved the recommendation to split Adult and Children's Services into separate areas. There is now a new Children's Directorate service area. At the same time, the Council deleted the role of Head of Children, Families and Community Health pending a proposal for the role and how it would relate to the new post of Director of Children's Services
- 1.2 This report provides an outline of the proposed changes to the management structure within the Children's Directorate
- 1.3 A robust management structure is required that reflects the responsibilities of the new service area and ensure the capacity is in place to deliver the Council's Vision, pledges and priorities and deliver the planned service improvements and savings programme. This report seeks authority to establish a new Head of Services post, reporting to the Director of Children's Services, to provide sufficient senior capacity and professional lead role for children's social work and outlines the proposed changes to the management structure within the Children's Directorate

2. Recommendations

The Committee is recommended to:

- 2.1 Support the proposal to create a new post of Head of Children, Families & Community Health and that this post be included in the Council's senior management structure, as set out in Appendix 2;
- 2.2 Authorise the Director of Children's Services, in consultation with the Cabinet Member for Children's Services, to implement the new structure;
- 2.3 Authorise the Director of Law and Democratic Services to amend the Constitution accordingly.

3. Detail

New structure for Children's Services

- 3.1 The report to Special Committee meeting on the 25th April 2016 which approved the creation of the new Director of Children's Services (DCS) post identified the need for further changes to the structures for Children and Adult services, "The

Further information on the subject of this report can be obtained from Karen Reeve, Direct Dial Telephone Number, 01793 463200 kreeve@swindon.gov.uk.

Restructure of Children's Services Directorate

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eventual post holders will need to put in place new structures below them to enable each service to meet the current service needs alongside the ambitious transformation journey ahead...”

- 3.2 There is now a need to progress this in order to create the senior capacity necessary to deliver the services challenging improvement and savings plans. It is proposed to create a new post of Head of Children Families & Community Health (C,F& CH) to lead on this work within the large children's social care, early help and community health section of the Directorate. The role will work alongside the Head of Education and report to the DCS taking responsibility for the strategic direction of children's services alongside the Director. The Head of C, F & CH will also formally deputise for the DCS on occasion in internal and external meetings as required.
- 3.3 Senior capacity is critical in implementing the services improvement plan and a financially sustainable structure to deliver the current and anticipated demand challenges over the next few years and an ever busy national agenda particularly in the child protection area.
- 3.4 At the Special Committee meeting on 25th April 2016 several changes were agreed in the Senior Management structure of the Council. Together, these provided savings of £159k per annum in senior management costs. It is proposed that the cost of creating the post proposed in this report this post will be met from these savings.

4. Alternative Options

- 4.1 None

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 The cost of the new post of Head of Children, Families and Community Health will be at Director Level 4 salary range £80,070 to £95,880. This is slightly less expensive than the post deleted at the Special Committee meeting on 25th April. The cost differential will depend on where on the salary point a new appointee is placed.

Legal and Human Rights Implications

- 5.2 None

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 None.

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Restructure of Children's Services Directorate

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Diversity Impact Assessment

5.4 None required for this role

Risk Management

5.5 None

6. Consultees

6.1 The Board Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

7. Background Papers

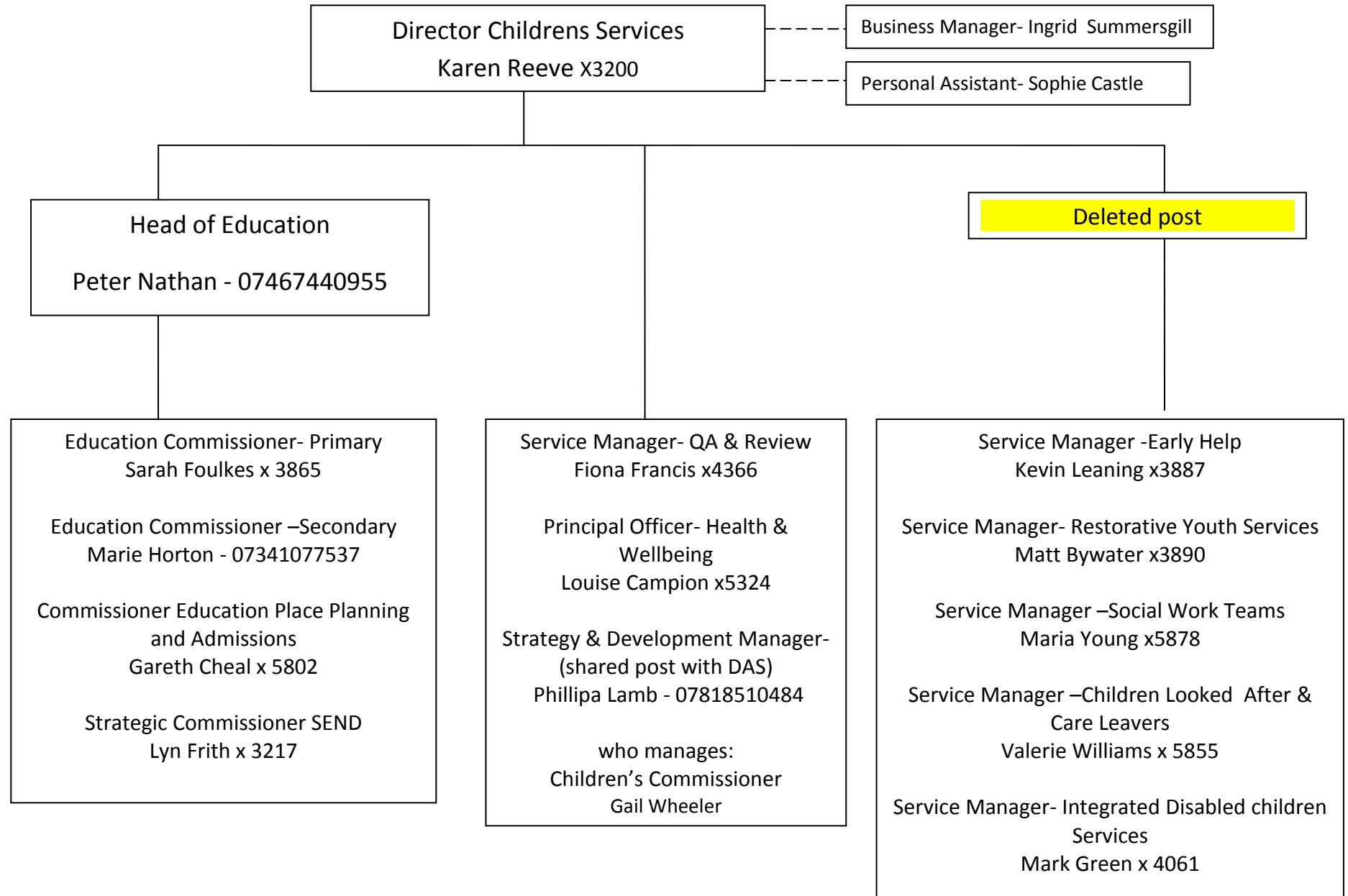
7.1 None

8. Appendices

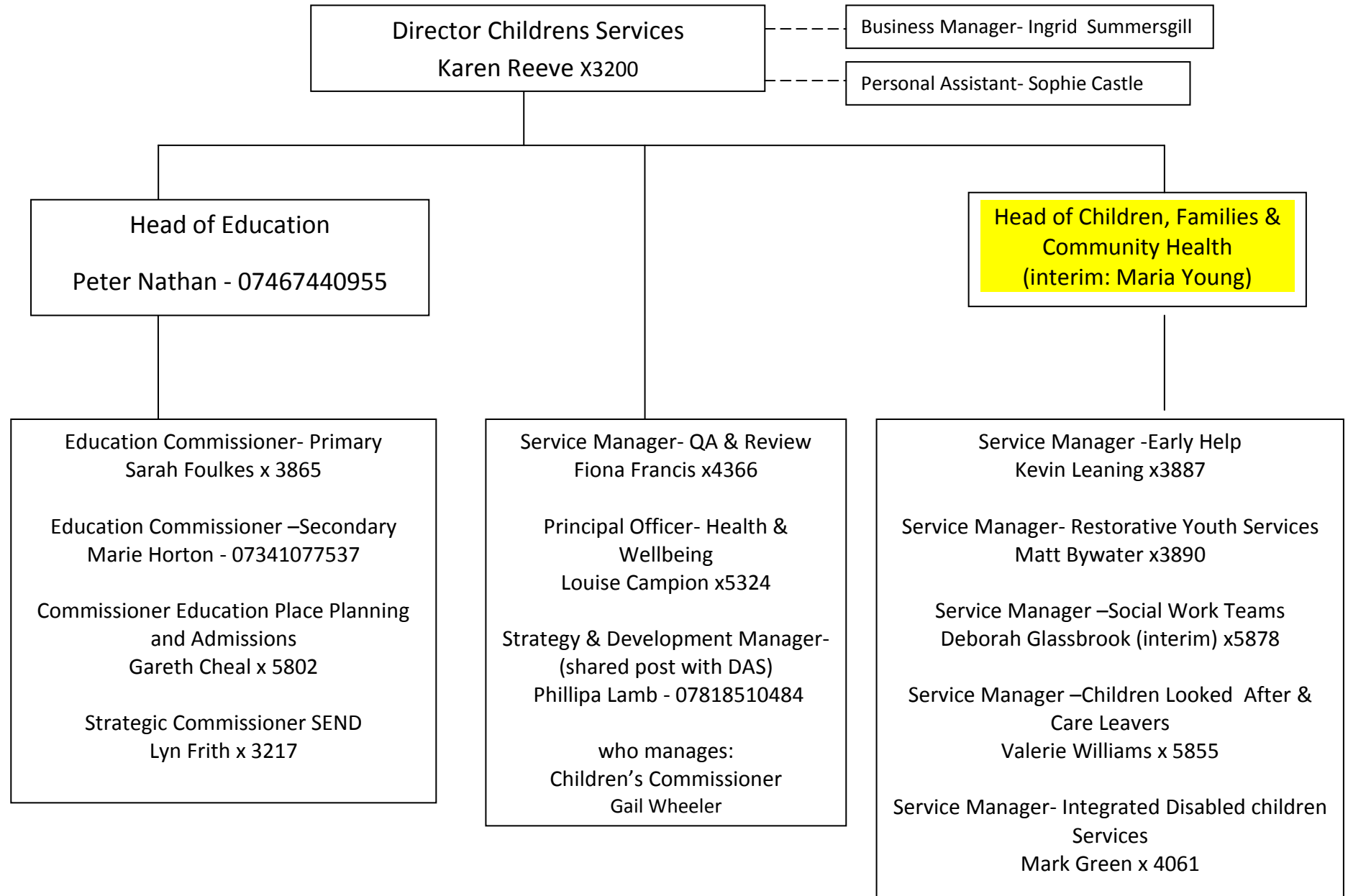
8.1 Appendix 1 : Current structure of Children's Services Management Team

8.2 Appendix 2 : Proposed structure of Children's Services Management Team

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