

BARNSELY METROPOLITAN BOROUGH COUNCIL

REPORT OF: The Leader of the Council and the Chief Executive

TITLE: Senior Management and Cabinet realignment

REPORT TO:	Cabinet
Date of Meeting	25 May 2022
Cabinet Member Portfolio	Leader of the Council
Key Decision	No
Public or Private	Public

Purpose of report

This report seeks approval to realign senior management officer portfolios and roles and sets out proposed changes to Cabinet and portfolios to align with the senior management officer portfolios.

Council Plan priority

The realignment of senior management, including the new joint role across the Council and the South Yorkshire Integrated Care Board (SYICB) and the realignment of cabinet portfolios to reflect these changes, will help ensure that we continue to deliver successfully across all Council Plan priorities.

The joint role of Executive Director for Place Health and Adult Social Care will act as the single accountable officer across Health and Social Care for Barnsley as a place. Working with health partners will strengthen our joint delivery of the Healthy Barnsley priority and Barnsley 2030 ambitions.

Recommendations

1. That Cabinet recommends that full Council approves:-
 - a. The establishment of the position of Executive Director of Public Health and Communities with effect from 1 July 2022. The salary for this post will be based on current Executive Director pay;
 - b. The deletion of the existing post of Director of Public Health with effect from 30 June 2022;

- c. The redesignation of the Directorate and the Executive Director of Adults and Communities to that of the Executive Director of Place Health and Adult Social Care for Barnsley from 1 July 2022. The Executive Director will also be an executive member of the South Yorkshire Integrated Care Board; and
 - d. The realignment of the Service Director of Communities and the Communities business unit from the existing Adults and Communities Directorate to the new Public Health and Communities Directorate with effect from 1 July 2022.
2. That Cabinet notes the proposed Leader's decision in relation to Cabinet and Cabinet portfolios with effect from 26 May 2022, pending approval of recommendations 1a-d by full Council on that date. Namely:-
- a. The change of the Deputy Leader's portfolio;
 - b. The redesignation of the Cabinet Spokesperson and Cabinet Support Member for Adults and Communities to the Cabinet Spokesperson for Place Health and Adult Social Care and the changes to their portfolio; and
 - c. The creation of the Cabinet Spokesperson and Cabinet Support Member for Public Health and Communities and their portfolio. The roles will be remunerated in line with the Cabinet Spokesperson's and Cabinet Support Member allowances.

1. INTRODUCTION

- 1.1 The government's white paper [Health and social care integration: joining up care for people, places and populations](#) was published in February 2022.

It sets out measures to make integrated health and social care a universal reality for everyone across England regardless of their condition or where they live. This aims to bridge the gaps between health and social care, between health outcomes in different places and within society, by bringing together the NHS and local government to deliver for local communities jointly.

- 1.2 The South Yorkshire Integrated Care System is preparing to deliver against the white paper. It's establishing a South Yorkshire Integrated Care Board and creating the supporting constitution, which will come into effect on 1 July 2022.

A vital role on the South Yorkshire Integrated Care Board is the Executive Director of Place role for each of the four places within South Yorkshire: Barnsley, Doncaster, Rotherham and Sheffield.

- 1.3 As part of the recruitment process for these roles, following an open recruitment process, our existing Executive Director for Adults and

Communities has successfully gained the role of Executive Director of Place for Barnsley. This has enabled the council and the South Yorkshire Integrated Care Board to discuss how a joint role may work. A number of regions have already adopted a similar joint model

- 1.4 The [Barnsley Health and Wellbeing Strategy 2021-2030](#) has three ambitions: starting well, ageing well and living well. As the strategy explains, the Health and Wellbeing Board works closely with several other boards, one of which is the Safer Barnsley Board, which currently sits under the responsibility of the Communities business unit.
- 1.5 The services included within the Communities business unit play a pivotal role in helping to reduce health inequalities through improving some of the broader areas that impact people's health. Examples include access to our library services, supporting community groups and activities, commissioning contracts for Domestic Abuse Support and Substance Misuse or working to keep our communities safe and cohesively strong.
- 1.6 Levelling up is the government's policy ambition and programme to address local and regional disparities in social and economic outcomes across England and the wider UK. This policy's stated 'place-based' focus represents a shift from the policy drive for growth across all parts of the economy following the 2008/2009 recession.

The approach and ambitions of levelling up are more aligned to forms of regional economic development policy pursued in the second half of the twentieth century: focusing on geographic differences and gaps in productivity, enterprise, skills, infrastructure investment and quality of life.

- 1.7 The government's [Levelling Up the United Kingdom policy paper](#) was published in February 2022. It defines the agenda as cutting across other established policy areas focusing on outcomes relating to productivity, quality of life, sense of place and local leadership.

The twelve ambitions or 'missions' of their policy cover a wide range of domestic social and economic policy: productivity, innovation, transport, digital, education, skills, health, wellbeing, pride in place, housing, crime and devolution.

- 1.8 Our role in delivering levelling up is to secure government and private sector investment to deliver capital projects and revenue programmes that support any policy ambitions and address Barnsley's identified socio-economic opportunities and challenges.

We will liaise directly with the government and the South Yorkshire Mayoral Combined Authority on strategy and programme development and drive forward Barnsley's spatial and economic strategy, project development and delivery, and asset management.

Our levelling up activity involves joint working across services addressing people's health, education, social welfare and community resilience.

2. PROPOSAL

- 2.1 We propose to delete the existing Director of Public Health post and replace it with an Executive Director for Public Health and Communities from 1 July 2022. The new Executive Director role will be placed on the same point salary level as our other four existing Executive Directors.
- 2.2 We propose to realign the role of Service Director for Communities to the newly formed Public Health and Communities Directorate, under the management of the Executive Director of Public Health and Communities, with effect from 1 July 2022. The Service Directors' current portfolio will also realign, as will all the related statutory responsibilities and delegations.
- 2.3 The newly formed Public Health and Communities Directorate is broad and has diverse services, strategies, and responsibilities. The Public Health portfolio currently sits within the responsibility of the Deputy Leader, but due to the increase in size, breadth and workload, we propose to remove this from the Deputy Leader's portfolio and create a new Cabinet Spokesperson and Cabinet Support Member for Public Health and Communities.
- 2.4 We propose to redesignate the Executive Director of Adults and Communities to the Executive Director of Place Health and Adult Social Care for Barnsley from 1 July 2022. We'll contribute 50% of the post based on our Executive Director salary level and the South Yorkshire Integrated Care Board will fund 50% of their Place Director salary level.
- 2.5 The Executive Director of Place Health and Adult Social Care for Barnsley will continue to be part of the Council's Senior Management Team and will discharge all of the Director of Adult Social Services (DASS) statutory duties and responsibilities on behalf of the council. This means that our Adult Social Care services will be part of the Place Health and Adult Social Care directorate.
- 2.6 The Executive Director of Place Health and Adult Social Care for Barnsley will also be a member of the Executive Team within the South Yorkshire Integrated Care Board. This part of the role will work alongside our leadership team and NHS colleagues to further develop our approaches in Barnsley to ensure the best possible health and care for Barnsley people.
- 2.7 To reflect the change to the Place Health and Adult Social Care Directorate, the Cabinet Spokesperson and Cabinet Support Members for the current Adults and Communities portfolio have been redesignated to Place Health and Adult Social Care. This will include responsibility for Adult Social Care and the health and social care integration.
- 2.8 As outlined in paragraph 2.3, the responsibility for Public Health has been placed under the new Cabinet Spokesperson and Cabinet Support Member for Public Health and Communities. The Deputy Leader will take on the fundamental, cross-cutting role and responsibility for levelling up which for Barnsley is an area of huge importance and priority.

3. IMPLICATIONS OF THE DECISION

3.1 Financial and risk

Consultation on this report has taken place with the Council's Section 151 Officer [Service Director – Finance].

The proposed changes to our Cabinet portfolio arrangements and Senior Management Team composition result in an estimated annual saving of £27,000. This is to be set aside to contribute towards identified cost pressures within the Medium Term Financial Strategy [new Senior Management Team designations of Executive Director of Public Health and Communities and the Executive Director for Place Health and Adult Social Care, Cabinet Spokesperson and Cabinet Support Member for Public Health and Communities is offset by financial contributions from the South Yorkshire Integrated Care Service].

3.2 Legal

s6 (A1) Local Authority Social Services Act 1970 requires a Local Authority to appoint a Director of Adult Social Services (DASS) for the purposes of their social services functions, other than those for which the council's director of children's services is responsible under section 18 of the Children Act 2004.

The statutory guidance issued by the Secretary of State also confirms;

'10. ...A joint appointment of a person to a DASS post and a post in the NHS is therefore possible. Where such a joint appointment occurs the DASS must remain an employee of the local authority for the full range of social services responsibilities...'

In compliance with the statute, statutory guidance and ensuring the DASS is directly accountable to the Chief Executive of the Council, the Council has agreed with South Yorkshire Integrated Care service that the appointment of the Executive Director of Place Health and Adult Social Care for Barnsley would be made by a tripartite contract of employment.

We shall retain overall managerial responsibility for the role, with the appointment being subject to the Council's terms and conditions of employment and applicable policies and procedures.

3.3 Equality

Not applicable as this is a realignment of services and portfolios.

3.4 Sustainability

The decision-making wheel is not completed as not applicable.

3.5 Employee

The Executive Director of Adults and Communities, the Director of Public Health and the Service Director for Communities, have been consulted on the proposed changes.

The employees within the existing Adults and Communities and Public Health directorates have received communications informing them of the change in designations and the realignment of the Communities business unit.

The Trade Unions have been consulted on the proposed changes.

3.6 Communications

Communications and Marketing have worked with South Yorkshire Integrated Care Service and Barnsley Clinical Commissioning Group colleagues to develop and disseminate the announcement of the Executive Director of Place Health and Adult Social Care for Barnsley to internal stakeholders. This was sent to all staff and Elected members on Friday, 13 May 2022.

If approved, we'll develop and disseminate internal messaging to communicate the recommendations in this report.

4. CONSULTATION

Consultation has taken place with:

- The Senior Management Team
- Service Director for Communities
- Service Director for Financial Services and Section 151 Officer
- Service Director for Business Improvement, Human Resources and Communications
- Head of Communications and Marketing
- Legal Services
- The Trade Unions
- The Designate Chief Executive of the South Yorkshire Integrated Care Board
- The Designate Chief People Officer of the South Yorkshire Integrated Care Board

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 There are no alternative options to be considered. We must react to the health and social care integration and levelling up agendas to drive successful outcomes and benefits for the borough.

6. REASONS FOR RECOMMENDATIONS

- 6.1 Jointly with partners, we aspire to improve the health outcomes for the people and communities of Barnsley. Creating a leadership role that combines the statutory responsibilities of the Director of Public Health (DPH) role with the

responsibilities for communities will help us to achieve this aim. It will further strengthen our internal alignment, approach and contribution to delivering integrated working across our communities and the health and wellbeing strategy and priorities.

- 6.2 Our strategy for a Healthy Barnsley is both long-term and ambitious, taking action across the life course to improve the health and wellbeing of everyone in Barnsley. We'll focus on reducing health and social inequalities to enable everyone in Barnsley to have the best possible chance of enjoying life in good physical and mental health.
- 6.3 The immediate focus is on improving mental health in Barnsley and ensuring Barnsley is a great place for a child to be born. We need to engage with our communities and gain their support and commitment to change at a societal level – by harnessing the Barnsley spirit that has been evident throughout the Covid-19 pandemic. The timing and the strength of the public health and community teams joining forces within one directorate to enable this to happen is an opportunity not to be missed.
- 6.4 The new joint role of Executive Director for Place Health and Adult Social Care for Barnsley aligns with the government's ambition within the government's Health and Social Care white paper to introduce a single person accountable for the delivery of a shared plan at a local level, which will ensure a more joined-up approach between health and social care.
- 6.5 The joint role will also help galvanise partner ownership and delivery of Barnsley 2030 across the health and social care system, particularly the Healthy Barnsley theme. They are also a key contributor to the Growing, Sustainable and Learning Barnsley themes and ambitions.
- 6.6 The Cabinet changes proposed are in response to the senior management role and portfolio changes. The size and breadth of responsibility for the two new directorates and workloads require dedicated Cabinet Spokesperson and Cabinet Support Member oversight and governance.
- 6.7 Currently, the responsibility for levelling up is not specifically aligned to any existing cabinet portfolio, and we have a key role in driving this agenda forward. This has been added to the Deputy Leader's portfolio to have coordinated oversight and governance of this cross-cutting responsibility.

7. GLOSSARY

DASS – Director of Adult Social Services

DPH – Director of Public Health

SMT – Senior Management Team

SYICB – South Yorkshire Integrated Care Board

SYICS - South Yorkshire Integrated Care Board

8. LIST OF APPENDICES

Appendix A: Financial Implications
Appendix 1: Revised Cabinet Portfolios

9. BACKGROUND PAPERS

There are no background papers relating to this report.

10. REPORT SIGN OFF

Financial consultation & sign off	Neil Copley – Service Director for Financial Services and Section 151 Officer, has been consulted on this report on 13 May 2022, and the financial implications are included in section 3.1 and appendix a of this report.
Legal consultation & sign off	Legal Services officer consulted and date.

Report Author: Michael Potter

Post: Service Director – Business Improvement, Human Resources and Communications

Date: 16/05/2022