

APPENDIX 1

Senior Management Restructure – Supporting Information

Key factors that were considered when reviewing the current senior management restructure:

- The balance between locality based preventative services and acute services.
- The need to support our communities to recover from the impact of Covid-19 and the cost of living crisis, and help and support people through early help and prevention and localities based partnerships to create and deliver sustainable futures for all.
- Ensuring accessibility to services and opportunities across all communities.
- The need to maximise delivery of place based, whole systems leadership across the District.
- The need to maximise internal organisational collaboration, system leadership, inclusion and partnership working.
- Ensuring that the scope of Departmental portfolios is driven by a comprehensive evidence base, citizen need and a fair spread of work across the organisation.
- Reconfiguration the Department of Children’s Services post transfer of Social Care and Early Help and Prevention Services to the Bradford Children’s and Families Trust (BCFT.)
- Ensuring we can provide the necessary capacity and capability to deliver our aims and ambition across levelling up with the biggest regeneration pipeline in 50 years, the Health Determinants Research Centre, UK Shared Prosperity Fund, and City of Culture 2025.

Further information on the remit of each Chief Officer post is set out below.

Office of the Chief Executive

Director of Public Health covers; development of a strategic needs assessment for the local population and for the delivery of health improvement, health protection health services in public health. Given the on-going impact of the pandemic and the emphasis on improving the wider determinants of health and reducing inequalities, together with the Chief Executive’s new lead on population health management for the emerging Integrated Care Partnerships.

Assistant Director Office of the CEO covers; policy and strategy development, strategic commissioning, strategic partnerships, and service improvement, and marketing and communications, and leads on delivery of the employment and skills agenda.

Department of Adult Social Care (previously Department of Health and Wellbeing)

The Strategic Director post is retitled Strategic Director Adult Social Care and Health. This post carries the statutory responsibilities as set out in guidance issued by the Department of Health and is tasked with delivering on Bradford Council's commitment to strengthen the connections between health and social care.

Assistant Director Older Peoples Services covers; older people's community social work teams, hospital social work teams, in-house services including community and residential care services, mental health teams and the Access Team. This will be the lead role with the acute hospital Trusts.

Assistant Director People Commissioning and Business Support covers; commissioning of all adult social care, children's social care under an SLA/working protocol with the BCFT, public health services and a number of integrated commissioning posts within the emerging Integrated Care Partnerships and contract management and quality improvement of all of the above. The post will also cover business support functions, income and charging and assurance of adult social care by the Care Quality Commission.

Assistant Director for Adult Disabilities covers; Learning Disabilities, Physical Disabilities, Neurodiversity, Adult Safeguarding, Liberty Protection Safeguards and functional mental health, temporary from November 2022 for 12 months (approved under delegated powers) it is proposed that this post be made permanent. This post will line manage the Principal Social Worker (who will remain as a Departmental Management Board member) and their associated functions. This will be the lead role with the Care Trust. Budget for this post is secured following the deletion of the vacant post of Assistant Director for IT.

Department of Children's Services

Following the establishment of the Bradford Children's and Families Trust (BCFT) the Strategic Director of Children's Services responsibilities will now include the Intelligent Client Function, with operational management responsibility for Children's Social Care moving to the Trust. The post holder continues to have responsibility for statutory delivery of services to children. However, the means through which these objectives are achieved has been subject to change due to the formation of the Trust and wider and ongoing policy and legislative reform.

Assistant Director Schools and Learning covers; School Improvement, Early Years and Childcare Access and Funding, Education Sufficiency, Family Information Service, Education Data, School Governors, Faith Tutors, Music and Arts Teaching Service, School Admissions, Attendance and Education Safeguarding. Ensuing provision of services that ensure children are given the best start in life and are able to achieve their potential, to raise attainment and address the causes of inequalities in educational outcomes and achievement.

Assistant Director Special Educational Needs Disabilities and Inclusion covers; provision of services that ensure children and young people with additional needs and

SEND are able to achieve their potential and address the causes of inequalities in educational outcomes and achievement.

Assistant Director Improvement and Partnerships covers; the Intelligent Client Function including performance management of the Bradford Children's and Families Trust (BCFT), Children's Services Data, Corporate Parenting, Inspection Support and Preparation (SEND, ILACS, JTAI), CSC Improvement Board, SEND Partnership Board, Start4Life, Skills4Bradford, Traded Services, HAF and Outdoor Learning.

Department of Corporate Resources

It is proposed to transfer the Emergency Planning service from the Department Place (Assistant Director Waste, Fleet and Transport Services to the Strategic Director Corporate Resources). The post holder is tasked with leading a major transformation programme ensuring efficient, value for money services and improved outcomes across the District and development of Council owned facilities to support regeneration, growth and skills. Delivering a comprehensive Estates strategy and Corporate Landlord model.

Director Finance and IT covers; Finance, IT, Procurement and Transformation services ensuring public money is managed responsibly, modern and responsive procurement practices are in place and that Bradford Council have a district wide digital infrastructure and connectivity strategy. Act as the Council's Section 151 Officer under the Local Government Act 1972 and lead on the Council's changes and transformation agenda.

Director Human Resources covers; HR Advisory, Business Support, Data Analytics, HR Consulting and Commissioning and HR Specialist Services, leading the development, implementation and management of people, organisational and workforce strategies, ensuring the effective resourcing and development of a skilled, engaged, and empowered workforce and a supportive and inclusive culture.

Director Legal and Governance covers; Legal and Democratic Services, Legal, Committee Secretariat, Elections, Civic Affairs, Mortuary and Registrar's Services, providing a comprehensive legal and governance framework, advice and support in order to facilitate the delivery of modern Council services. Act as Statutory Monitoring Officer pursuant to Section 5 of the Local Government and Housing Act 1989.

Assistant Director Asset and Facilities Management. This post is retitled from Assistant Director Estates and Property and covers; all aspects of Bradford Council's estate, its related resources and facilities with accountability for the efficient and effective provision of comprehensive client centred services for estates planning, management and facilities support.

Assistant Director Revenues, Benefits and Customer Services. It is proposed that Customer Services is transferred from the Department of Place (Assistant Director Neighbourhoods and Customer Services) to enable greater integration between services responding to large volumes of customer contact. This post covers; administration and collection of Council Tax and Business Rates, a Council-wide billing, collection and enforcement service for other sundry accounts, leads the

Bradford Council's overall welfare provision and has responsibility for the Payroll and Pension liaison service.

Department of Place

Whilst the responsibilities of the Strategic Director Place remain broadly unchanged, it is proposed to reconfigure the roles and responsibilities of the Assistant Directors. The post holder is tasked with delivering on our commitment to grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate and invest. Providing more high quality homes in neighbourhoods where people want to live, can feel safe and thrive. Leading our national Clean Growth and City of Culture programmes and delivery of the new HRA housing approach and Local plan.

Assistant Director Culture, Sport and Leisure covers; development and delivery of our cultural strategy, use of our cultural assets to attract more visitors, drive economic growth and create new jobs in the cultural, creative and tourism industries. Secure available funding and support for key projects creating an environment for growth. Develop in partnership initiatives which increase participation, usage and take-up in sport and culture services, particularly in relation to disadvantaged groups and individuals.

Assistant Director Economic Development and Housing covers; the implementation of the Bradford Council's major regeneration, economic development and housing programmes and key initiatives; growing our local economy in an inclusive and sustainable way, ensuring economic growth is inclusive, sustainable and resilient, helping the long-term unemployed, people with long-term conditions and care leavers into the labour market.

Assistant Director Neighbourhoods and Community Services covers; leadership and co-ordination of Locality and Neighbourhood working, Neighbourhood Wardens, Youth Service, Safer and Stronger Communities and the Prevent Duty. Development of strategic programmes and the creation of opportunities which enabling communities to help themselves and one another using key values of prevention and early intervention community development principles.

Assistant Director Planning, Transport and Highways covers; the effective delivery of the sustainable planning and highways service including; Infrastructure Planning and Transport Strategy, Strategic Environment, Development Services, Building Control Enforcement, Land Drainage, Highways Design and Construction, Highways Delivery and Maintenance, Winter Maintenance Traffic and Road Safety Parks and Landscape Design and Conservation, Street Lighting, Countryside and Rights of Way.

Assistant Director Waste Management, Environmental Health and Fleet Services covers; effective delivery of services including; Street Cleansing, Waste Collection and Disposal, Parks and Ground Maintenance, Environmental Health, HCPTL, Premises Licensing, Workshops and Fleet Services. It is proposed that the Environmental Health Service is transferred from the Director of Public Health to this post and the Emergency Planning Service is transferred from this post to the

Strategic Director Corporate Resources.

Assistant Director Sustainability covers; the development and delivery of the Bradford Clean Air Plan, ensuring compliance with legal limits for air quality, including schemes that support Bradford Council's Climate Emergency Agenda. Design of multi-million-pound investment and income generation, to ensure the delivery and monitoring of a large-scale programme that provides health benefits for Bradford residents. This posts replaces the temporary Air Quality Programme Director post and is externally funded.

Programme Director City of Culture Readiness covers; delivery of corporate and strategic projects, providing oversight of interdependencies, risks and opportunities, working closely with external stakeholders to ensure successful delivery of a UK City of Culture Readiness Programme. Build, nurture and sustain effective multi-agency partnerships across the District, and take strategic responsibility for the delivery of the Housing Revenue Account Business Plan which aims to provide more high quality homes in neighbourhoods where people want to live and play a critical role in transforming the DoP housing function. The delivery of the multi-million Towns Fund Programme to deliver on our commitment to grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate and invest. This post is fixed term for two years and is externally funded.