

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 13 September 2017

Subject: Adult Social Care Leadership Team

Report of: Executive Director Strategic Commissioning

Summary

This report sets out the proposals for revised arrangements for the Adults Senior Management Team. These proposals take account of the broad executive remit of the Executive Director Strategic Commissioning and support the provision of capacity to drive reform, improve performance and quality and support the pace of city-wide integrated health and social care provision.

The intention is that these new arrangements will enable the smooth transition of relevant services to the Local Care Organisation (LCO) and once deployed will become an integral part of the new LCO senior management team.

Recommendations

That Committee is requested to:

1. Recommend to Council the establishment of a new role, Director of Adult Services (Grade SS4).
 2. Approves the establishment of a subcommittee to act as an appointment panel for the Director of Adult Services role as it is a Deputy Statutory Chief Officer post and appoint members to serve on the subcommittee.
 3. Approve the re-designation of the role of Head of Adult Social Care to Head of Service (Urgent Care, Workforce Development and Practice) remaining at SS3 (£74,174 - £83,830).
 4. Approve the establishment of a new role Head of Service (Safeguarding, Quality and Performance) at Grade SS3 (£74,175 - £83,830).
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Wards affected: All

Financial considerations – Revenue:

Funding is be via the Adult Social Care reform grant for the three year period which will need to come from MHCC. The future of the grant beyond this period is not yet known and will be addresses as part of the partnership budget planning process after 2019/20.

Financial considerations – Capital:

None

Contact Officers:

Name Dr Carolyn Kus
Title Executive Director Strategic Commissioning
Contact Number 0161 234 3952
Email address carolyn.kus@manchester.gov.uk

Name Lynne Ridsdale
Title Director HROD
Contact number 0161 600 8380
Email address l.ridsdale@manchester.gov.uk

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers listed on the previous page.

- Executive Report - 8th February 2017, *Manchester's Locality Plan - A Healthier Manchester*
- Personnel Committee Report 11th January 2017 *Recruitment of Strategic Commissioner with DASS Responsibilities*

Implications for:

Anti Poverty	Equal Opportunities	Environment	Employment
No	Yes	No	Yes

1.0 Background

- 1.1 In January this year Personnel Committee approved the creation of the role of Executive Director Strategic Commissioning which incorporates the statutory duties of the Director of Adult Social Services and has dual reporting to the Chief Officer of the Manchester Health and Care Commissioning organisation (MHCC) and the City Council's Chief Executive and working closely with the Executive Member for Adults, Health and Wellbeing.
- 1.2 The post holder commenced her appointment in July and has since undertaken a review of the current senior management arrangements both within the City Council and MHCC to ensure that capacity is in place to both drive the ambitious programme for public service reform and at the same time ensure the smooth transition of the city wide integration of health and social care services.
- 1.3 The changes outlined within this report take into account both the leadership capacity to drive the integration programme at pace, and also give assurance that the relevant level of professional oversight of services is secured to ensure that quality practice standards and safeguarding remain are not compromised.

2.0 Context

- 2.1 Manchester's Locality plan is a whole system approach to improved health and social care through radical transformation to improve outcomes for our residents and to provide the best possible chance of financial stability. The three pillars of this transformation are:
 - The Single Commissioning Function
 - The Creation of the Single Hospital and
 - The new Manchester Local Care Organisation
- 2.2 The future design of a fully integrated health and social care system will see the move towards a Local Care Organisation (LCO) where adult social care responsibilities in support of vulnerable citizens will be undertaken. However, there will remain a requirement for the Executive Director to retain ultimate responsibility local authority social services functions as set out in the Local Authority Social Services Act 1970 and related legislation.
- 2.3 Work is well underway to form the LCO and to transition services from the Council and health into the new organisation. However, in order to ensure the services transitioning are fit for purpose in terms of meeting legislative requirements, being able to demonstrate value for money and with the right culture in place to meet fully the ambitions of Our Manchester, a new set of robust and professional leadership arrangements will be necessary.
- 2.4 The Executive Director has reviewed the current arrangements across MHCC and the LCO and is proposing changes that will ensure the appropriate level of leadership capacity is in place to develop and deliver very different

models of care to improve the experience and health outcomes of citizens and to ensure the right level of professional challenge is in place to drive performance and importantly to embed the cultural changes required.

3.0 New Leadership Proposals:

3.1 As the broad remit of the Executive Director Strategic Commissioning includes the delivery of an integrated model of health and social care as well as oversight, responsibility and accountabilities of adult social care statutory duties, additional leadership capacity is required. The following proposals will deliver the leadership to provide the professional rigour, safeguarding assurances, and increase senior capacity to deliver services effectively:-

3.2 Director of Adult Services - SS4 (£90,419 - £101,826)

3.2.1 It is proposed that a new post of Director of Adult Services is created. This role will report to the Executive Director and will have direct oversight and responsibility for all operational services. This is a key role as the postholder will be required to oversee all of the operational functions of adult social care and to work closely with the LCO, in order to achieve the aim of integrated delivery of health and social care services.

3.2.2 The post holder's primary role will be to ensure the service is fully compliant with the Care Act 2014 and is meeting all the core performance standards, including professional development and supervision of the professional workforce, therefore it is imperative that they are professionally qualified. During the initial phase the Director of Adult Services will report to the Executive Director Strategic Commissioning. However, as services move into the LCO, the post holder's day to day accountability will be to the Chief Officer of the LCO. The Executive Director will have oversight of the service, and therefore there is a requirement that the Director of Adult Services reports to the Executive Director for assurances and compliance in social work practice, on a quarterly basis, or more frequently, as may be agreed.

3.3 Heads of Service - SS3 (£74,174 - £83,830)

3.3.1 There is currently one Head of Service with responsibility for the delivery of Adult Social Care services (excluding non-social work related disability services). The intent to recruit a further Head of Service will increase the leadership capacity to deliver services across the whole of the Directorate and to provide the appropriate level of professional leadership capacity to give assurance in relation to the delivery of safe and effective services to meet statutory and adult safeguarding responsibilities.

3.3.2 **The Head of Service (Urgent Care, Workforce Development and Practice)** will be established through the redesignation of the existing role of Head of Adult Social Care at the post's existing grade (SS3) and will have a clear line of accountability for urgent care and overall workforce development practice standards across the Directorate, including professional social work standards.

- 3.3.3 **The Head of Service (Safeguarding, Quality and Performance)** will be established at the SS3 grade. The post will have accountability for assuring effective safeguarding arrangements are in place across adult social care fields and assuring the quality and performance of social care activity in line with both safeguarding requirements and agreed outputs and outcomes.
- 3.3.4 Both Heads of Service roles will play a vital part in supporting the transformation required to effectively integrate our health and social care functions. Over the coming months, existing teams will be reconfigured under the new posts in line with existing organisational design principles.
- 3.3.5 The Heads of Service roles will be key in enabling the service not only to deliver good social care outcomes, but to ensuring that the social work practices and professionalism is maintained, and that there is appropriate workforce training and professional oversight.

4.0 Recruitment:

- 4.1 A subcommittee of members will need to be identified to act as the appointment panel for the appointment to the Director of Adult Services.
- 4.2 Matching to all posts will be in the line with mpeople principles. For new posts (outside of any matching process), internal and external recruitment will be progressed at the same time and as part of a joined up recruitment process with a number of senior roles in MHCC.
- 4.3 As work to establish formal arrangements under the Manchester Provider Board progresses, a number of these roles will likely be deployed to work within the new operating structures for our integrated Health and Social Care system.

5.0 Conclusion

- 5.1 The establishment of these roles will ensure that the quality and effectiveness of our adult social care services will be at the highest level to deliver efficient integrated service to our citizens with the benefit of a highly skilled and motivated workforce.

6.0 Comments from the Director of HR/OD

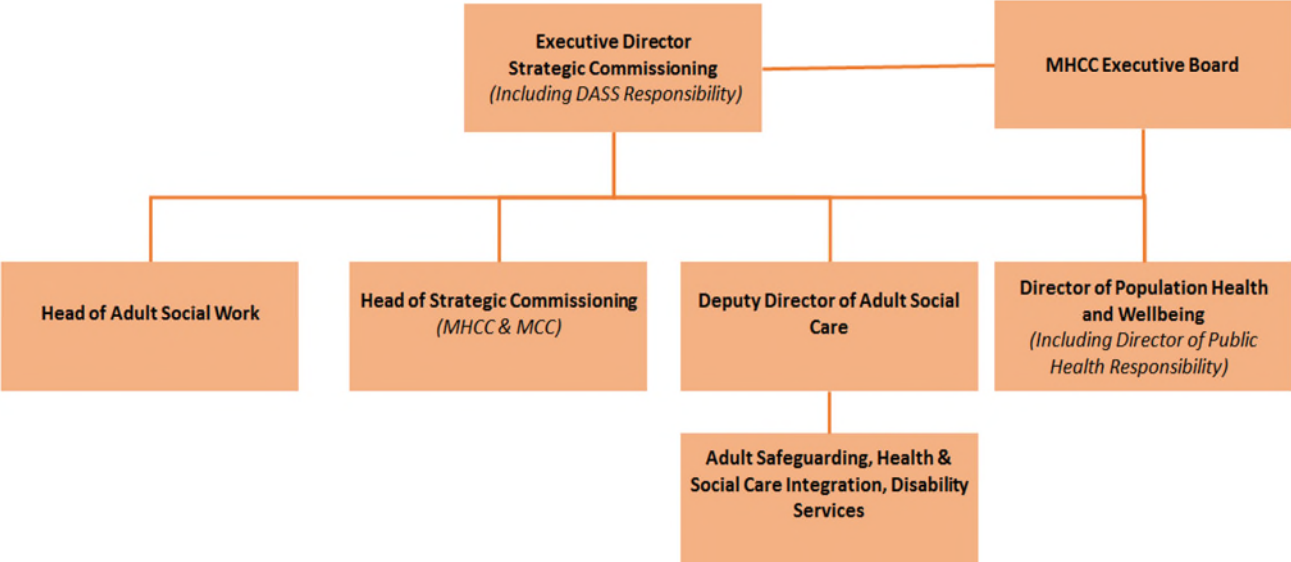
- 6.1 I have been involved with the development of the proposals set out within this report and agree with the recommendations made. The proposals have been developed to ensure the relevant and appropriate leadership capacity is in place.

7.0 Trade Union Comments

To follow.

Appendix A

Adults | “As is” Structure Chart



Appendix B

Adults | “To be” Structure Chart

