

Manchester City Council Report for Resolution

Report to: Personnel Committee – 27 June 2018

Subject: Adult Social Care - Senior Management Structure within the Manchester Local Care Organisation

Report of: Executive Director Strategic Commissioning

Purpose of Report

This report updates the Committee on the senior management arrangements for Adult Social Care following the formal commencement of the MLCO partnership with effect from 1st April 2018. 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 employees to transition to new care models for citywide, locality and neighbourhood integrated health and social care provision through appropriate senior and professional leadership.

When in post, the leadership team will undertake a full review of the remaining ASC management roles to support the transition to new models of working.

Recommendations

The Committee is requested to:

1. Approve the re-designation of the previously agreed 2 x Heads of Service (at SS3 (£74,174 - £83,830)* to 2 x Assistant Directors at SS3 ((£74,174 - £83,830).
2. Disestablish the vacant role of Head of Strategic Commissioning SS3 ((£74,174 - £8,3830).
3. Approve a further Assistant Director at SS3 (£74,174 - £83,830).

*Subject to pay award

Wards Affected:

All

Financial implications for the revenue and capital budgets

Funding for the additional Assistant Director role at SS3 ((£74174 - £83830) will be

contained within budgets through the disestablishment of the vacant role of Head of Strategic Commissioning at the same salary level.

Contact Officers:

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

Name Bernadette Enright
Position Director of Adult Services
Telephone 0161 234 4994
Email address bernadette.enright@manchester.gov.uk

Name Lynne Ridsdale
Position Director HROD
Telephone 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 above.

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

Personnel Committee Report 13th September 2017 - Adult Social Care Leadership team

1. Background

- 1.1. Following the establishment of the role of Executive Director Strategic Commissioning in January 2017 (a role which incorporates the statutory duties of the Director of Adult Social Services and has dual reporting to the MCC Chief Executive and the Chief Officer of Manchester Health & Care Commissioning), the September 2017 Personnel Committee approved a number of proposals for the leadership of Adult Social Care to ensure capacity is in place to drive the ambitious programme for public service reform whilst also ensuring smooth transition of the city wide integration of health and social care services. These proposals including the creation of the role of Director of Adult Services at SS4 to have direct oversight and responsibility for all Adult Social Care operational services within the emerging Local Care Organisation.
- 1.2. The Director of Adult Services commenced her appointment in April 2018 at the time of the formal establishment of the Manchester Local Care Organisation (MLCO) partnership. This qualified post holder's primary role is to ensure services are fully compliant with the Care Act 2014 and are meeting all the core performance standards, including professional development and supervision of the professional workforce. The Director of Adult Services has dual reporting to the Executive Director of Strategic Commissioning (DASS) and to the Chief Executive of MLCO. The Director of Adult Services has now considered the immediate requirements to ensure that there is sufficient senior leadership capacity for Adult Social Care Services within the partnership to drive the integration programme at pace, whilst also providing assurance that the relevant level of professional oversight of services is secured to ensure that quality practice standards and safeguarding remain a priority.
- 1.3. The two existing roles of Head of Service at SS3 have not been operating during the period since their establishment at the September 2017 Personnel Committee and both roles are currently vacant. This provides the opportunity for the Director of Adult Services to consider the respective portfolios for these roles in the light of the current context and emerging priorities for MLCO.
- 1.4. This report therefore updates the committee on thinking since the September report and sets out proposals for some further amendments to the Adult Social Care senior leadership within Manchester Local Care Organisation, in line with the identified requirements of the Director of Adult Services.

2. Updated Leadership Proposals:

- 2.1. **Re-designate the existing roles of Head of Service (Urgent Care, Workforce Development & Practice) at SS3 (£74174 - £83830,) and Head of Service (Safeguarding, Quality & Performance) at SS3 (£74174 - £83830) to Assistant Directors at SS3 (£74174 - £83830)**

This re-designation is to provide for consistency of naming conventions across senior health and ASC roles within MLCO. Although these titles are not within the current MCC senior naming conventions, it is felt to be beneficial to have some consistency across partner roles and provides for a sense of 'integration'

for the health and social care system. It is not anticipated that these titles would be used more widely within MCC.

2.2. Disestablish the vacant role of Head of Strategic Commissioning SS3 (£74174 - £83830)

This role has been vacant since the establishment of Manchester Health & Care Commissioning and is not required within the new models of commissioning delivery.

2.3. Establish a further role of Assistant Director at SS3 (£74,174 - £83,830)

It is proposed that a further role of Assistant Director be established at SS3 utilising the funding from the above role. The creation of a tier of three equitably graded leadership roles provides enhanced capacity for senior and strategic leadership for adult social care, including the ability for these roles to deputise across a range of issues on behalf of the Director of Adult Services. They will also be a key part of the integrated senior management structure for MLCO

The Assistant Directors will be key strategic leaders for the transformation and integration of services and will ensure effective staff engagement in order to manage and deliver change. They would also be required to deputise for the Director of Adult Services, managing overall risks to the service and organisation and supporting effective decision making against legal frameworks.

The initial allocation of portfolios for the Assistant Director roles will be determined by the Director of Adult Services based on immediate priorities, however these portfolios will need to flex as service transformation progresses.

2.4. Deputy DASS (Transformation & Development) SS4 (£90,419 - £101,826)

There is no substantive change to this role but the post holder is currently deployed as Director of Transformation to support health & social care transformation and reform - accountable to the Executive Director Strategic Commissioning.

The current and proposed leadership structure is set out at Appendix 1.

3. Further Management & Structural Review

- 3.1. The Director of Adult Services is intending to review the further tiers of management as part of a more detailed review that will be undertaken as the new leadership roles are established and appointments made. This will ensure there has been sufficient consideration of appropriate requirements and to ensure a safe transition for services.

4. Conclusion

- 4.1. These proposals will ensure that the performance and quality of Adult Social Care services within the MLCO partnership, will be supported by the appropriate capacity of senior leadership to deliver efficient integrated service to our citizens with the benefit of a highly skilled and motivated workforce.

5. Comments from the Director of HR/OD

I have been involved with the development of the proposals and agree with the recommendations set out which have been developed in line with the Council's employment policies and framework.

6. Comments from Finance.

The proposal has been reviewed and supported by Finance

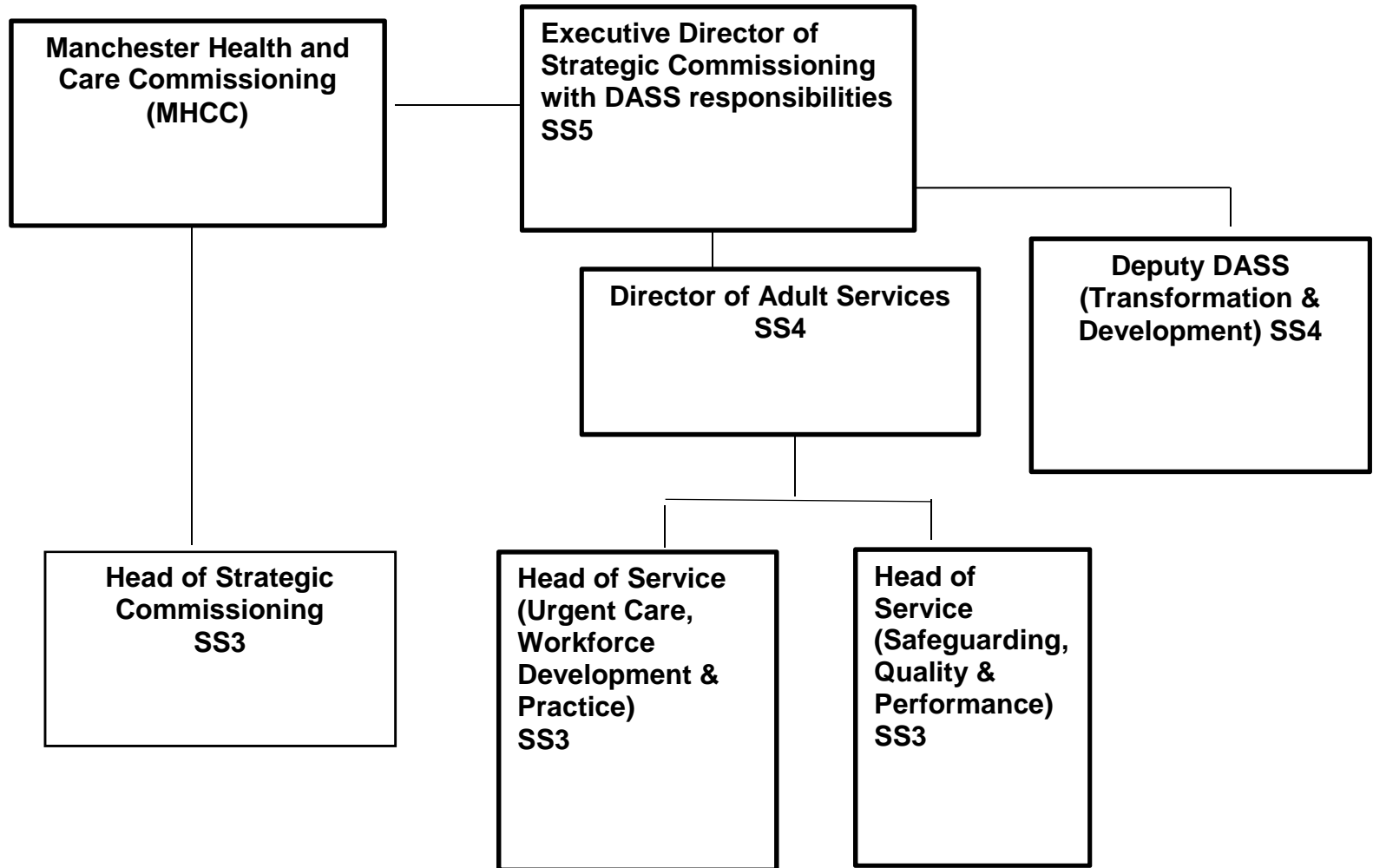
7. Trade Union Comments

To be tabled

8. Comments of the Deputy Chief Executive (People, Policy & Reform)

I have reviewed and commented on these proposals.

**Appendix 1
Current Structure**



Proposed

