

Manchester City Council Report for Resolution

Report to: DASS Appointment Panel – 12 April 2019

Subject: Role Profile and Recruitment Arrangements: Executive Director of Adult Social Services

Report of: The Chief Executive

Summary

The Personnel Committee has endorsed recruitment to the vacant post of Executive Director Strategic Commissioning (including DASS). Delegated authority was given to the Appointments Panel to update the Role Profile as a basis for recruitment, in consultation with Manchester Health and Care Commissioning.

The updated Role Profile is attached.

The updated Role Profile is set out below with redesignation, as a basis for recruitment. Recruitment to the post is proposed to be in line with the organisational approach of internal recruitment in the first instance.

Recommendations

1. To agree the revised role and role profile for the Executive Director Adult Social Care and Reform as attached.
 2. To agree that the post be recruited internally – exclusively from amongst existing Council officers.
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Background Documents

Personnel Committee 14 November 2018 - *Recruitment to the post of Executive Director Strategic Commissioning (including Director of Adult Social Services functions)*

Background:

The Personnel Committee on November 2018 endorsed recruitment to the vacant post of Executive Director Strategic Commissioning (including DASS). Delegated authority was given to the Appointments Panel to update the Role Profile as a basis for recruitment, in consultation with Manchester Health and Care Commissioning. The draft role profile has been developed with partners in Health and Commissioning and is appended for your approval.

The key differences between this role and the former Executive Director Strategic Commissioning Role are:

- Change in job title, reflecting the focus on the DASS's statutory accountabilities.
- The Executive DASS will no longer have responsibility for Health Commissioning.
- A greater proportion of the DASS's time will be spent in the MLCO than in MHCC.

In the report to the Personnel Committee in November 2018 it was envisaged that the vacancy be filled by external recruitment. It is now proposed that the post be filled exclusively from amongst existing Council officers.

Role Profile

Executive Director of Adult Social Services (DASS) Senior Salary Band 5 (£121,692 – £139,786)

Role Summary

An exciting opportunity has arisen for the appointment of an Executive Director of Adult Social Services (DASS) for the City of Manchester, working to and on behalf of Manchester City Council, Manchester Health and Care Commissioning and Manchester Local Care Organisation.

Manchester Health and Care Commissioning (MHCC) is a single commissioner for health and social care, comprising a partnership of Manchester Clinical Commissioning Group and Manchester City Council.

Manchester Local Care Organisation (MLCO) is a partnership organisation comprising of Manchester University NHS Foundation Trust (MFT), Manchester City Council (MCC), Greater Manchester Mental Health Foundation Trust (GMMH), and the Manchester Primary Care Partnership (MPCP).

The arrangements for the DASS are integral to our integrated health and care. The DASS role is set out in law and covers both commissioning and provider responsibilities. There are specific lines of accountability to the Head of Paid Services i.e. the Chief Executive of Manchester City Council (MCC). The post holder will be directly accountable for ensuring that the Council and the wider partnership structure have in place strategies, frameworks, assurance and improvement mechanisms that meet statutory duties with direct accountability to the Chief Executive of the Council and elected Members.

As a senior leader in the City, the DASS will contribute fully to the City's ambitions and responsibilities covering improved health and wellbeing outcomes, Our Manchester, and the reform of public services.

The role is a senior strategic management post and will hold overall accountability for the transformation, quality and delivery of adult social care services within an integrated health and social care system across the City. The post holder will also be the statutory Director for Adult Social Services (DASS) in Manchester, a statutory role accountable to the Chief Executive within Manchester City Council.

Whilst the postholder will report to the MCC Chief Executive, MHCC Chief Accountable Officer and MLCO Chief Executive, this will be clearly delineated as follows;

- to MCC for statutory responsibilities
- to MHCC for integrated commissioning responsibilities
- to MLCO for the integrated provision of social care

The post holder will be a member of the MLCO Executive Team, MHCC Executive team and Strategic Management Team within Manchester City Council. The post

holder will work collaboratively with colleagues in MLCO, MHCC and MCC to ensure there is a shared and collective corporate responsibility across the system.

The post will be employed by Manchester City Council. The post holder will report directly to the Chief Executive of the MLCO and will be required to oversee all functions of Adult Social Care within the MLCO in order to achieve the aim of integrated delivery of the health and social care service.

Line management arrangements will be as follows, based on the descriptions above and below. The postholder's aims and objectives will be agreed jointly between the CEs of MCC, MHCC and MLCO and based on the statutory, integrated commissioning and integrated provision accountabilities above, embodied in the Our Healthier Manchester and Corporate Plans

The postholder will be supported by excellent colleagues within all of Manchester's organisations, including deputies and senior colleagues working directly to the postholder. Nevertheless, these are complex arrangements, requiring a high level of skills (as outlined below), and the selection process will be designed to assess applicants' proposals for how improvements to services for residents can be best achieved in this environment.

A summary of Manchester's integration arrangements is attached (Our Healthier Manchester)

Role Information

MHCC/MCC

The DASS will spend some of their time (c10%) working for MHCC/MCC under the leadership of the MCC Chief Executive and MHCC Chief Accountable Officer. MHCC holds commissioning functions on behalf of MCC and MCCG for health, adult social care and public health.

The DASS will perform the following functions;

- Exercise decision making on behalf of Manchester City Council as part of MHCC partnership arrangements with regard to
 - Overall setting of outcomes and objectives for ASC
 - Strategic commissioning of ASC services
 - Relevant statutory responsibilities
- Providing social care presence and professional leadership within MHCC.
- Exercise necessary statutory and agreed activities for MCC including in relation to the Health Scrutiny Committee and the Health & Wellbeing Board.
- The DASS will feed into the commissioning role led through MHCC, its Executive Team, staffing and committee structure. Through the membership of the Executive Member (finance committee, strategy committee and Board), and the Head of Paid Services (Board) assurance can be given regarding adult social care performance and quality. The DASS will also be the MHCC Strategic Director lead for the Health Scrutiny Committee.
- The DASS will ensure the duties of the Council for Safeguarding (for all vulnerable groups) are met through appropriate strategies, policies and

assurance frameworks with accountability to the Local Safeguarding Board and appropriate Committees of the Council

- The DASS will be the Council's lead officer at public hearings and enquiries as required by HM Coroner and lead officer for response to critical and urgent situations through emergency planning mechanisms as required

The DASS will provide professional input to:-

- Strategy
- Contracting
- Strategic procurement and market shaping
- Performance and Quality

The DASS will be a member of the Executive Team and the MHCC Board.

The holder of the post of Strategic Director of Adult Social Services is the Director of Adult Social Services for the purposes of Section 6 of the Local Authority Social Services Act 1970 as amended, and as set out within the Council's Constitution (extract replicated at Annex 1).

MLCO

The DASS will spend the majority of their time (c90%) within MLCO under the leadership of the Chief Executive of MLCO. The MLCO is commissioned by MHCC to provide integrated health, social care and public health services to the neighbourhoods in Manchester.

The DASS will hold responsibility for the following key areas.

- Overall leadership for the provision of adult social care in Manchester through the integrated neighbourhood teams within the MLCO, including connecting social care to community health and wider public services.
- Fulfilling the Director of Adult Social Services role across Manchester and all the relevant statutory responsibilities within this role
- Leading the transformation and integration of adult social care across the health and care system in Manchester for better outcomes aligned to the Our Manchester and the Locality Plan
- Professional leadership of adult social care across the system
- Operational leadership of the adult social care workforce within MLCO
- Securing packages of care (operational commissioning), incorporating provider relationships, market shaping and operational procurement.
- Safeguarding
- To deliver duties within financial resources

The DASS will be a member of the MLCO Executive Team.

The DASS will be responsible for and supported by the wider adult social care workforce deployed within the MLCO.

Leading for Transformational Change

- Develop a transformation and change plan for the delivery of adult social care within the MLCO
- Work with the Executive lead for population health to ensure that processes are established to link with views and contributions from neighbourhoods and resident voices to enrich the strategic view of commissioning priorities
- Provide collaborative leadership across the system to ensure the delivery of 'Our Manchester' strategy and to support and enable the health and care transformation programmes across Manchester

Improving Quality Outcomes

- Deliver sustained improvements to the quality and efficiency of services to provide the best outcomes possible for Manchester residents and partners
- Be the Council's designated Director of Adult Social Services and ensure all statutory obligations of the role are fulfilled, to champion safe working practices and ensure safeguarding is at the heart of service provision
- Lead strategic adult social care activities to contribute to the prevention of ill health, and the promotion of health and well-being, encouraging innovative, new and productive ways of delivering services through the commissioning process
- Ensure that adult social care is efficiently and effectively discharged through transformed models of neighbourhood delivery within the MLCO
- Act as Council's chief advisor to the Executive and related stakeholders on all areas of adult social care in the city, ensuring that the Council meets its statutory obligations to adults in need
- Work in partnership with Director of Children's Services in the Council to ensure effective services are commissioned and in place to support young people during transition to adulthood
- Work with colleagues across health and care to ensure that practical arrangements are in place for clinicians and professional groups to be involved in the adult social care commissioning process, in order to influence and inform outcomes
- To be the lead voice to ensure professional standards within the social work framework are delivered and met to a high standard
- To model the behaviours required to drive the integrated working of health and social care across professional boundaries

Enabling Involvement

- Ensure connectivity in relation to the adult social care at neighbourhood and community levels are effective, maintained and developed
- Create an inclusive working environment where diversity is valued, everyone can contribute and everyday action ensures we meet our duty to uphold and promote equality

Partnership and Collaboration

- As a strategic system leader, work effectively in partnership and collaboration with members of the MLCO Executive, MHCC Executive, and MCC SMT to support the delivery of shared priorities and required outcomes

- Contribute positively to the development of effective and mutually supportive relationships with key partners across the whole system, including voluntary and community sector and other organisations across GM and nationally
- Build collaborative relationships with professional and clinical groups and leaders to support the design of new models of integrated care

The key partners and stakeholders are listed below:

- Service users, clients, carers and the public
- Manchester City Council, members and officers
- Manchester Health & Care Commissioning, Exec and Board members
- Manchester Local Care Organisation (MLCO)
- Manchester University Hospitals Foundation Trust (MFT)
- GM Manchester Mental Health Foundation Trust
- Other relevant stakeholders, provider organisations.

Promoting equality and reducing inequalities

- To support public sector values and the 'Our Manchester' principles and by addressing inequalities in access to health and care provision within the city of Manchester
- To promote equality, diversity and inclusion and the reduction of inequalities ensuring that everyone can contribute through everyday actions to deliver the required health and care outcomes

Developing an excellent and high performing organisation

- As a key member of MLCO Executive - provide a strategic leadership role within the Manchester health and social care system and demonstrate the Our Manchester behaviours through example in day to day working
- To promote an inclusive, strengths-based culture which is underpinned by the "Our Manchester" approach and behaviours encouraging honesty, working together with trust, pride and passion in Manchester, listening and taking ownership, trying new things.
- To maintain knowledge of social care, health, and wider public sector policy and guidance, of views of social care and health related think-tanks and of current thinking on strategy from outside the NHS.
- To adhere to the standards laid down in the relevant Codes of Conduct of managers and any other relevant professional codes across both health and social care systems
- To develop a continuous performance improvement culture and systems so that improved outcomes are pursued, and any underperformance is tackled in a proportionate and timely fashion.
- Promote a values based learning culture that encourages the use of initiative and innovation, and supports development, through individual reviews, evaluation and evidence-based examples of good practice.
- To participate in personal objective setting and review for direct reports, including the personal and professional development
- To actively support the development of individuals and teams through appraisals, personal development, coaching and mentoring

- To ensure the health, safety and wellbeing of all staff with the team
- To ensure compliance with all confidentiality and governance requirements
- To uphold organisational policies and principles on the promotion of equality and inclusion

The role will need to be flexible as policy emerges and the organisation evolves its ways of working. It is intended that this job description and person specification will be reviewed on an annual basis.

The role will require an enhanced DBS check.

Person Specification

Skills and Capabilities

- Ability to set direction, monitor, deliver and influence others to ensure high standards of quality care are achieved and maintained
- Ability to build rapport and relationships quickly and positively, engaging with key professional groups and stakeholders for the benefit of Manchester people.
- Ability to create and articulate a clear vision and narrative for Adult Social Care bringing others along to be a part of the transformation process
- Ability to work and thrive in a complex and ambiguous environment, demonstrating flexibility and willingness to challenge and break new ground
- Highly developed interpersonal skills, negotiation, conflict management and coaching skills
- Strong intellectual with the ability for strategic and systemic thinking
- The ability to build excellent collaborative networks across the system
- The ability to develop effective and mutually supportive relationships with key partners within the system
- Ability to manage allocated resources effectively, delivering business performance and value for money
- The ability to navigate and negotiate the NHS, Local Authority and the wider health, social care and political landscape in Manchester
- Personal commitment, drive and capacity to lead through a challenging agenda and deliver against agreed outcomes with the ability to innovate and inspire others to achieve these outcomes.

Knowledge

- A strong understanding of the national policy context for health and care
- A strong understanding of health and care system dynamics, reform and transformation programmes
- Knowledge of standards required within commissioning and provision of health and care services
- In depth knowledge and understanding of structural, legislative and policy context within which the service operates and strategic issues facing the system

- Understanding of and commitment to the principles, practices and promotion of equality and inclusion

Experience

- Demonstrable track record of delivering change to transform health and care services
- Experience of taking a significant role in leading and transforming health and care services.
- Significant senior leadership experience, operating at or close to board level
- Demonstrable experience and knowledge of advising within political structures to ensure objectivity and clear policy advice
- Demonstrable experience of working strategically and with a future focus

Behaviours

Demonstrate the Our Manchester Behaviours through day to day working:

- We work together and trust each other
- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and we're not afraid to try new things.

Qualifications

- Appropriate qualifications in respect of the discharge of adult social services within an integrated health and care environment.
- Demonstrable continuing professional development

Desirable

- Membership of ADASS (desirable) or similar professional bodies.

Appendix

Extract from the Constitution of Manchester City Council

EXECUTIVE DIRECTOR OF ADULT SOCIAL SERVICES

The holder of the post of Executive Director of Adult Social Services is the Director of Adult Social Services for the purposes of Section 6 of the Local Authority Social Services Act 1970 as amended and shall be responsible for the management of the Adult Social Services Division of the Children and Families Directorate and without prejudice to the foregoing, shall have the powers set out below subject to compliance with the Constitution, Standing Orders, any relevant provisions of the Financial Regulations and any legal requirements.

Executive Functions

Social Services

1. To discharge the Social Services functions of the Authority as defined in Section 1A of the Local Authority Social Services Act 1970 as amended from time to time other than those functions for which the Director of Children's Services is responsible under Section 18 of the Children Act 2004.

2. Without prejudice to the generality of the aforesaid, such functions include but are not limited to powers of the Social Services authority under the following legislation: -

- National Assistance Act 1948
- Disabled Persons (Employment) Act 1958
- Mental Health Act 1959
- Health Services & Public Health Act 1968
- Chronically Sick and Disabled Persons Act 1970
- Supplementary Benefits Act 1976
- Mental Health Act 1983
- Health & Social Services & Social Security Adjudications Act 1983
- Public Health (Control of Disease) Act 1984
- Housing Act 1996
- Disabled Persons (Services, Consultation & Representation) Act 1986
- National Health Service & Community Care Act 1990
- Carers (Recognition & Services) Act 1995
- Community Care (Direct Payments) Act 1996
- Local Government Act 2000
- Health and Social Care Act 2001
- Nationality, Immigration and Asylum Act 2002
- Community Care (Delayed Discharges etc) Act 2003
- Health & Social Care (Community Health & Standards) Act 2003
- Carers (Equal Opportunities) Act 2004
- Mental Capacity Act 2005
- Health and Social Care Act 2012
- Mental Health (Amendment) Act 1982
- Equality Act 2010
- Care Act 2014

3. Without prejudice to the generality of 1 and 2 above to be accountable for discharging the functions of the Council in relation to Safeguarding Adults and Domestic Violence, and to be accountable for discharging the functions of the Council in relation to the Manchester Multi-Agency Risk Assessment Conference (MARAC) and the Greater Manchester Multi Agency Public Protection Arrangements (MAPPA).

Housing

4. Without prejudice to the generality of 1 and 2 and 3 above to exercise the functions of a Local Housing Authority pursuant to:-

- Part VII of the Housing Act 1996 (Homelessness)
- Part 1 Chapter 1 of the Housing Grants and Construction and Regeneration Act 1996 (Disabled facilities grants) and any General Consents given by the Secretary of State.

5. To authorise the City Solicitor to issue notices to quit and commence proceedings for possession of any tenancy or licence granted by the Council pursuant to any function under Part VII of the Housing Act 1996.

6. To manage funds and commission services to support people in residential accommodation.

Financial

7. To set fees for rates of maintenance at homes operated by voluntary and private organisations in consultation with the City Treasurer.

8 Not allocated

9. To agree payments for adaptations to carers' property to facilitate placements.

Miscellaneous

10. To authorise the exercise of all powers of entry vested in the Council as Social Services Authority or Local Housing Authority.

11. To authorise the approval of Approved Mental Health Professionals (AMHP) under the Mental Health Act 1983 (as amended by the Mental Health Act 2007).

12. To administer grants made by the Manchester Immigration Needs Trust.

13. To exercise the functions of the Council pursuant to the Forced Marriage (Civil Protection) Act 2007, except insofar as those functions relate to children.

14. To exercise the functions of the Council under the Safeguarding Vulnerable Groups Act 2006, except where such functions relate to children.

15. To discharge any functions exercisable by the authority under Section 75 of the National Health Service Act 2006 on behalf of an NHS body, so far as those functions relate to adults.

16. To exercise the functions of the Council in respect of domestic homicide reviews established and conducted under Section 9 of the Domestic Violence, Crime and Victims Act 2004 in partnership with the Deputy Chief Executive and the Greater Manchester Community Safety Partnership (CSP).

Public Health

17. Without prejudice to the specific delegations to the Director of Population Health and Wellbeing to maintain a strategic overview of the discharge of the Council's functions in relation to public health under the Health and Social Care Act 2012 and other legislation.

18. To discharge the Supervisory Body (SB) function of the Council for the Deprivation of Liberty safeguards (DOLS) in hospitals and care homes, pursuant to Schedule A1 of the Mental Capacity Act 2005 and the Deprivation of Liberty Code of Practice.