

9th September 2019

Agenda Item: 6

REPORT OF THE CORPORATE DIRECTOR, ADULT SOCIAL CARE AND HEALTH

ADULT SOCIAL CARE AND HEALTH – SENIOR MANAGEMENT STRUCTURE

Purpose of the Report

1. To seek Committee approval for a revised senior management structure for the Adult Social Care and Health department so that capacity and resources can be realigned to deliver the Council's priorities and vision for adult social care services.

Information

2. The [Council's Strategic Plan](#) sets out a clear and ambitious vision for the future of the County - where Nottinghamshire is the best place to raise a family, to grow your future, to start your business and to enjoy later life. The Adult Social Care and Health department has an important role to play in supporting the people of the County to be aspirational, independent and to share with responsibility for the future.
3. In May 2019 the [Adult Social Care and Public Health departmental strategy](#) was refreshed to show in more detail how the department would contribute to the commitments set out in the Council Plan, and this highlights the three priority programmes of work for the department over the 12 months from April 2019:
 - Improve wellbeing through prevention and promoting independence
 - Develop our integrated health and social care system
 - Deliver high quality public health and social care services.
4. Within the department adult social care services are provided within the framework and vision of the Adult Social Care Strategy – developed in 2014 and most recently refreshed in 2017. This sets out a clear offer to the public and is based on a set of guiding principles that are compliant with the Care Act 2014. These are set out below:

We will:

- promote individual health, wellbeing and independence

- share responsibility with partners, providers, families, carers, friends and the voluntary services in the local community to maintain the health and wellbeing of people in our communities
 - work to prevent or delay the development of care and support needs by providing advice, information and guidance to support independence for all, regardless of their financial circumstances
 - promote choice and control so people can receive support in ways that are meaningful to them but is balanced against effective and efficient use of resources
 - work to ensure people are protected from abuse and neglect, and if people do suffer harm we will work with them to achieve resolution and recovery in line with their wishes
 - provide support that is proportional to people's needs to make the best use of resources available.
5. The Adult Social Care Strategy is built around three key stages: helping people to help themselves; helping people when they need it and supporting people to maximise their independence and then keeping people's progress under review. Considerable work has been successfully undertaken over the last few years to embed the principles and implement the cultural change required by the Strategy.
6. Going forward the focus of practice needs increasingly to be on the delivery of services that are co-produced with staff and the people who will use them; that increase early resolution, prevention and re-ablement; that work in partnership with the system to build a place based and asset-based approach; that are sufficiently flexible to meet the expectations of citizens within a changing statutory environment and are resourced within available budgets.
7. To focus on the priority programmes of work identified in the departmental strategy and the ambitions of the Adult Social Care Strategy, the department needs a workforce that is fit for purpose with a leadership team with clear accountability to:
- drive cultural change across services to increase our strengths-based approach ensuring all services are personalised
 - place citizens at the heart of what we do and drive a performance culture based on delivering good outcomes for people of Nottinghamshire
 - innovate and continuously improve to embed enablement and promoting independence, whilst implementing new models of social care
 - influence the health, housing and care system through robust partnerships to improve social care outcomes for residents and efficiency in service delivery.
8. The current structure of the department's Senior Leadership Team is configured in service areas covering:
- South Nottinghamshire
 - Mid-Nottinghamshire
 - North Nottinghamshire and Direct Services
 - Strategic Commissioning, Access and Safeguarding
 - Transformation.

9. Within the first four areas listed above the Service Directors currently have responsibility for a range of operational teams providing social care assessment functions as well as direct services to the public, e.g. day services, short breaks services and short-term assessment and reablement support. In addition to this Service Directors have strategic responsibilities that are countywide, such as lead for younger adults services and lead for older adults and carers services. Service Directors also represent the department in the health integration work across the three planning areas now known as Integrated Care Providers (ICPs). These could now be better aligned to support delivery of departmental objectives and meaningful engagement of a wider range of managers in the emerging ICP and Primary Care Network structures.
10. The Transformation Programme Director is a temporary post that oversees a team created to embed and sustain the Adult Social Care Strategy, deliver on a substantial savings programme for the department and support the change and improvement programme for the Council plan, including integration with health. This team is part funded permanently and part funded on a temporary basis.

The drivers for change

11. Moving forward there are number of drivers for change including:
 - delivering a new departmental operating model that drives key governance and decision making through setting strategy, policy and scrutiny with Elected Members. This will be underpinned by robust strategic commissioning plans informed by needs analysis, data analytics and the evidence base. This will in turn drive service commissioning and a mixed economy of provision
 - management capacity that is efficient and focused on delivery of key priorities and cultural change
 - embedding a high-performance culture with the conditions for delivery of excellent practice with absolute focus on improving outcomes for residents
 - ensuring a permanent staff structure resourced within available budget and able to deliver the departmental strategy
 - clear lines of accountability with a leadership team embodying the coaching in time style of management.
12. As part of this work the department is also exploring the possibility of the County Enterprise Foods service and transport management moving to the Place department. The proposed structure assumes that this has taken place.

The proposed senior management team structure

13. The proposed senior management structure for the department is set out in **Appendix A**. This structure covers the two management tiers below the Corporate Director. The Director of Public Health and Public Health Team are out of scope for this review but referenced in the structure chart. During the last few months there has been engagement with the Senior Leadership Team and Group Managers on proposed changes to these structures and the review of the wider departmental workforce.
14. An initial informal engagement period with Group Managers shaped the final two options for the Group Manager structure that were formally consulted on. Both group and individual

feedback from Group Managers during the formal consultation period indicated there was consensus from Group Managers on their preferred option.

15. The proposed structure intends to provide greater clarity in relation to the oversight of operational services, across two Service Director posts.

16. The first post - **Service Director, Community Services (Ageing Well)** - will cover services for older adults (over 65 years) and would have responsibility for the customer pathway into adult social care services, local community teams and operational safeguarding services. This pathway and service will maximise the early resolution of contacts and re-ablement, building a strength and place-based approach to locality working with partners.

17. This Service Director post would be supported by 5 FTE Group Manager posts summarised below:

- **Group Manager Access and Maximising Independence (1 FTE)**

This post will provide leadership and management to the development and delivery of the Maximising Independence Service including early resolution of initial contacts into social care and provision of all age re-ablement.

- **Group Manager Ageing Well (4 FTE)**

These posts will provide leadership and management to the development and delivery of Ageing Well community based social care services and teams that support people aged over 65 years. One of the posts will also take the operational lead for operational safeguarding, managing the adult team based within the Multi-Agency Safeguarding Hub (MASH) and the Adult Care Financial Services team (ACFS).

18. The second post – **Service Director, Community Services (Living Well)** - will be responsible for all age disability services (including mental health and Autism), and direct service provision, including day opportunities, employment and short-term residential services.

19. This Service Director post would be supported by 4 FTE Group Manager posts summarised below:

- **Group Manager Living Well (3 FTE)**

These posts will provide leadership and management to the development and delivery of Living Well community based social care services and teams that support people with disabilities and/or long-term conditions.

- **Group Manager Provider Services (1 FTE)**

To provide leadership and management to the development and delivery of identified community services that support older people and people with disabilities and/ or long-term conditions.

20. The **Service Director for Strategic Commissioning and Integration** post will continue to have responsibility for oversight and development of the adult social care market and the strategic commissioning of adult social care services in partnership with other public services, such as health, housing and district councils. This post will also have responsibility for the transformation of adult social care and departmental savings and efficiencies work.
21. This Service Director post would be supported by 3 FTE Group Manager and 0.8 FTE Better Care Fund Programme Manager posts summarised below:
- **Group Manager Integrated Strategic Commissioning (1 FTE)**
This post will provide leadership and management to the development and delivery of Strategic Commissioning.
 - **Group Manager Service Improvement (1 FTE)**
To provide leadership and management to the development and implementation of service improvement, change and savings as well as departmental policy; and to work in partnership with health on integration.
 - **Group Manager Quality Assurance, Citizen Safety (1 FTE)**
This post will provide leadership and management to the development and delivery of Quality Market Management and Strategic Safeguarding.
 - **Better Care Fund Programme Manager (0.8 FTE)**
This post will act as the pooled fund manager, will be responsible for the progression and monitoring of the Better Care Transformation programme, monitoring performance outcomes and managing cross border external dependencies and risks as well as taking a lead role in setting strategic direction across the multiple agencies of the partnership. Funding for this post is subject to discussion with health partners – if this funding is not made available the post would not continue beyond March 2020.
22. The Transformation Programme Director post will be removed from the structure with effect from 29th September 2019. The current Interim Service Director post for Mid-Nottinghamshire within the structure will also come to an end on this date.
23. A workforce review has been taking place across the department, with most teams and staff within scope and engagement sessions have taken place with colleagues across the department to obtain their views on the best way of organising the workforce in the future. The outcomes of this work and next steps will be presented to Committee in the Autumn. Following this there will be a period of formal consultation with staff and a further report to Committee with recommendations for the departmental structure below Group Manager level being phased in from 1st April 2020.
24. Key partners and stakeholders, such as the two Integrated Care Systems covering Nottinghamshire and the Clinical Commissioning Groups, will also be involved in the engagement on the proposed future structure.

Implementation

25. It is proposed that the new senior management team structure be put in place on 1st October 2019. The exceptions to this are:

- the proposed management structure for direct services, which includes the deletion of 1 FTE Group Manager post and the retention of 1 FTE Group Manager Provider Services, which is intended to be implemented from 1st April 2020 in line with the completion of the Care and Support Centre closure programme.
 - the current structure includes a temporary countywide Group Manager for the Short-Term Assessment and Re-ablement Team (START) up to 31st March 2020. This is linked to delivery of the Re-ablement transformation programme and associated savings. This post will continue to manage START and deliver the programme up to the end of March and will also work with the Group Manager for the new Maximising Independence Service to develop the new service.
26. The Council will minimise the potential for uncertainty for officers and key partners and stakeholders and ensure effective service continuity by undertaking consultation and implementation processes as quickly as possible within the terms of the Council's agreed employment policies and procedures.
27. The structure will be populated using the Council's existing Enabling Process and in line with the Council's constitution for more senior posts.

Other Options Considered

28. Discussion on several options for the structure have been considered as part of the consultation with senior colleagues. The report recommends the preferred option following this exercise.

Reasons for Recommendations

29. This structure is proposed to provide greater clarity in the oversight of operational and strategic services and to ensure that the department's capacity and resources are aligned to deliver the required priorities and vision for adult social care services within available resources.

Statutory and Policy Implications

30. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

31. There are currently 4 FTE Service Director posts. Three postholders are appointed to the posts on a permanent basis with the fourth post being filled temporarily by a Group Manager acting up. The Transformation Programme Director post will end on 29th September 2019, and the responsibilities of this post will transfer to the Service Director, Strategic Commissioning and Integration.

32. There are currently 12 FTE permanent Group Manager posts; in addition, 1 FTE temporary Group Manager post will remain in place up to 31st March 2020 to deliver the START Transformation programme and will end on this date. There are 12 FTE posts of Group Manager in the new structure. The Group Manager post grades are indicative subject to further review once the detailed structure is known. The intention is that the overall cost of the proposed management structure will not change.

Financial implications

33. The table below outlines the permanent post changes and budget differences of the revised structure:

Post	Current Permanent FTE	Proposed Permanent FTE	Grade	Budget Difference p.a.	Budget % Difference
Service Director	4.0	3.0	I	-£124,744	-25%
Group Manager	12.0	12.0	F	£0	
BCF Programme Manager	0.8	0.8	F	£0*	
Senior Executive Officer	1.0	1.0	E	£0	
TOTAL	17.8	16.8		-£124,744	-11%

* This post is subject to confirmation of funding from health partners, as mentioned below.

34. These costings are based on expected grades and the continued joint funding of the BCF Programme Manager post by the Clinical Commissioning Groups.

RECOMMENDATIONS:

That:

- 1) Committee agrees the proposed senior management structure as set out in **Appendix A** with effect from 1st October 2019 (with the exceptions detailed in **paragraph 25 and the table below**). The posts to be established in the proposed structure are listed below – all posts listed are requested on a permanent basis.

Post and grade	Number of posts	Start date
Service Director, Community Services (Ageing Well) (Band I)	1 FTE	1 st October 2019
Service Director, Community Services (Living Well) (Band I)	1 FTE	1 st October 2019
Service Director, Strategic Commissioning & Integration (Band I)	1 FTE	1 st October 2019
Group Manager, Access and Maximising Independence (Band F)	1 FTE	1 st October 2019

Group Manager, Ageing Well (Band F)	4 FTE	1 st October 2019
Group Manager, Living Well (Band F)	3 FTE	1 st October 2019
Group Manager, Integrated Strategic Commissioning (Band F)	1 FTE	1 st October 2019
Group Manager, Service Improvement (Band F)	1 FTE	1 st October 2019
Group Manager, Quality Assurance, Citizen Safety (Band F)	1 FTE	1 st October 2019
Better Care Fund Programme Manager (Band F)	0.8 FTE	1 st October 2019
Group Manager, Provider Services (Band F)	1 FTE	1 st April 2020

2) Committee approves the disestablishment of the following posts:

Post and grade	Number of posts	Start date
Transformation Programme Director (Band H) - temporary until March 2020	1 FTE	29 th September 2019
Service Director, Mid-Nottinghamshire (Band I)	1 FTE	29 th September 2019
Group Manager, Direct Services (Band F)	1 FTE	31 st March 2020

3) Feedback from the staff consultation currently underway to inform the departmental workforce structure below Group Managers and the next steps following on from this to be presented to Committee in Autumn 2019.

Melanie Brooks,
Corporate Director, Adult Social Care and Health

For any enquiries about this report please contact:

Jennie Kennington
Senior Executive Officer
T: 0115 9774141
E: jennie.kennington@nottsc.gov.uk

Constitutional Comments (EP 27/08/19)

35. The recommendations fall within the remit of the Adult Social Care and Public Health Committee by virtue of its terms of reference.

Financial Comments (KAS 09/08/2019)

36. The changes to the proposed permanent structure are summarised in paragraph 33.
37. The proposed structure contains one less permanent FTE post and so at the current grades the budgeted cost of the posts per annum is £124,744 less than the current permanent budget.
38. Should any of the posts be evaluated at a different grade this will affect the budget required.
39. Any redundancy costs from the reduction in posts will initially be met by the corporate redundancy budget.
40. Overall by 1st April 2020 there will have been a reduction of a further 2 FTE temporary posts in the structure: the 1 FTE Transformation Director and 1 FTE Reablement Group Manager.

Human Resources Comments (SJJ 07/08/19)

41. The revised structure has been populated in accordance with the Council's agreed employment policies and procedures paying due consideration to the vacancy control process, redeployment and enabling procedures. Formal consultation has taken place on this element of the workforce remodelling with the appropriate staff and engagement with the larger staff group details are outlined in the report. Further consultation on the next stages will take place with staff and the recognised Trades Unions.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None.

Electoral Division(s) and Member(s) Affected

All.

ASCPH674 final