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**MANAGEMENT STRUCTURE FOR ADULT SOCIAL CARE AND HOUSING**

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**Responsible Cabinet Members – Councillor Veronica Copeland,  
Adult Services Portfolio  
Councillor Bill Dixon,  
Neighbourhood Services and Community Safety Portfolio**

**Responsible Director – Cliff Brown, Director of Community Services**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To advise Council of changes to the senior management structure of the Adult Social Care and Housing Divisions of the Community Services Department. Also to seek agreement to waive standing orders to make an appointment outside of the Officer Employment Procedure Rules confirming the appointment to the new post of Assistant Director – Adult Social Care and Housing.

**Summary**

2. Members will be aware that the position of Assistant Director – Adult Social Care and Health became vacant following the previous post holder leaving to take up another appointment. At the time the post became vacant there were a number of issues that needed to be considered prior to filling the post. The first was that the recess and the pending summer holiday period prevented a recruitment taking place as the post is one which is a Member appointment. Secondly, when a senior vacancy occurs it is as a matter of good management that structures be reviewed.
3. At the time an inspection of Adult Social Care specific to older persons well being and safeguarding had recently been announced, to take place in August 2009. Consultants Northgate Kendric Ash were also about to start efficiency work in Adult Social Care. In order to achieve a holding position the Assistant Director – Housing was asked to take on the additional role of Assistant Director - Adult Social Care on a temporary basis.
4. Working jointly with both NHS Darlington and NHS Durham a new structure has been developed involving a combined Adult Social Care and Housing Service. While the temporary post holder was appointed by Members to her substantive post as Assistant Director – Housing, in order to implement the structure an appointment is required to the new post of Assistant Director – Adult Social Care and Housing.

## Recommendation

5. It is recommended that :-
- (a) The revised senior management structure of the Housing and Adult Social Care Divisions be confirmed.
  - (b) The standing orders relating to the Officer Employment Procedure Rules be waived and Pauline Mitchell currently Assistant Director – Housing, be appointed to the new position of Assistant Director – Adult Social Care and Housing

## Reasons

6. The recommendations are supported by the following reasons :-
- (a) To provide increased senior management capacity in order to progress key aspects of integration and transformation with a view to accelerating efficiency gain
  - (b) To provide effective professional leadership to both Adult Social Care and Housing

**Cliff Brown**  
**Director of Community Services**

## Background Papers

Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services, Department of Health, May 2006

Best Practise Guidance on the role of the Director of Adult Social Services, Department of Health, May 2006

Cliff Brown : Extension 4401

S17 Crime and Disorder	Additional management capacity will contribute to tackling crime and disorder
Health and Well Being	The additional capacity will increase the divisions capability to enhance health and well being
Sustainability	No impact
Diversity	The additional capacity will increase the divisions capability to enhance diversity
Wards Affected	All Wards
Groups Affected	All Groups of Adults
Budget and Policy Framework	Within existing resources
Key Decision	This is a key decision
Urgent Decision	This is not an urgent decision
One Darlington: Perfectly Placed	An effective management structure for Adult Social care and Housing is essential to delivery of the Sustainable Community Strategy.
Efficiency	The proposal will enhance the ability to achieve efficiency

## MAIN REPORT

### Information and Analysis

#### Background

7. Members will be aware that the position of Assistant Director – Adult Social Care became vacant following the previous post holder leaving to take up another position. At the time the post became vacant there were a number of issues that needed to be considered prior to filling the post. The first was that the recess and the pending summer holiday period prevented a recruitment taking place as the post is one which is a Member appointment. Secondly, when a senior vacancy occurs it is as a matter of good management appropriate that structures be reviewed.
8. At the time an inspection of Adult Social Care specific to older persons well being and safeguarding had recently been announced, to take place in August 2009. Consultants Northgate Kendric Ash were also about to start efficiency work in Adult Social Care. In order to achieve a holding position the Assistant Director – Housing was asked to take on the additional role of Assistant Director – Adult Social Care and Health on a temporary basis.

#### Revised Structure

9. Discussions were also taking place with both Darlington and Durham NHS about the possibility of joint senior management posts to accelerate the pace of integration of both provider services and joint commissioning. This was on the back of temporary arrangements agreed between ourselves and the NHS involving them providing short term additional funding to provide some joint commissioning posts at third tier level.
10. In the developing discussions with the NHS, it became apparent that the salaries at third tier level and the temporary nature of the posts was a barrier to at least one of the key posts being filled after advertisement. The other two posts were filled through secondment of existing staff in Adults Services and the PCT's. A review of senior management was therefore undertaken to identify the best means of increasing capacity and it was determined that the most effective solution was to have two Assistant Director level posts to cover Adult Social Care and Strategic Commissioning and for these posts to be joint appointments with the NHS PCT's. Following job evaluation and in order to attract the right quality of candidate these posts are graded at level AD 3 (the lower grading for Assistant Director posts).
11. In terms of overall leadership for the adult social care division, there are the important statutory requirements of the post of Director of Adult Social Services to consider, as laid down in Government guidance. While these statutory duties fall on the Director of Community Services as the statutory director, in a department the size of Community Services with nine major service areas, it is impractical for the Director to exercise these functions without significant delegation. With the proposed two jointly appointed posts with the NHS, this would not provide the effective vehicle for exercising the statutory functions nor would it deal with all the overarching and corporate second tier management requirements of the Council.

12. In considering how best to resolve this structurally, the experience of the past six months were an important consideration. The temporary management arrangements involving an experienced Assistant Director, described in paragraph 8 has had benefits with synergies between services and is working very well. The current Assistant Director – Housing has considerable experience at this level of management which has facilitated rapid integration into the temporary role looking after both Adult Social Care and Housing. Her strategic and operational capabilities are well established with the Housing and Housing Benefits Service both achieving level 4 (the highest attainable through the CPA Process). The division has not only been effectively managed through a very difficult time of inspection and annual performance assessment, but significant progress has also been made across a range of activity, demonstrating that this is an appropriate change enabling the management of two complimentary divisions, providing there is adequate senior managerial support.
13. The new arrangements have also enhanced the capacity to achieve better joined up working across a range of related services between Housing and Adult Social care, such as Supporting People, Extra Care and Older Persons Housing.
14. A new senior management structure has therefore, been designed embracing these proposals as shown in **Appendix 1**. The proposed structure creates a new combined post of Assistant Director – Adult Social Care and Housing, assuming the responsibilities of the two existing posts of Adult Social Care and Health and Assistant Director Housing. Under current standing orders the Officer Employment Procedure Rules applicable to an Assistant Director level appointment would require an elected Member appointment. However, one of the postholders has left the Authority and the other has demonstrated the capability to undertake the joint role. It is therefore proposed that the current procedures be waived and the remaining postholder, the Assistant Director – Housing, be appointed to the new post of Assistant Director – Adult Social Care and Housing.

### **Financial Implications**

15. It is not proposed that the new structure will have any resource implication. The funding for the revised three Assistant Director posts (1 x AD1 and 2 x AD3) with employer on costs will be £250,000. Two of the Assistant Director posts are already fully funded at £200,000 (AD1 and AD2) and a further restructure at third tier level and below will be completed to fund the additional £50,000. Additionally discussions are ongoing with the NHS Durham over the potential for some recurrent funding to support this new structure.
16. However, in the longer term it is anticipated that this revised and strengthened senior management structure will be able to drive the efficiency and transformation programme considerably quicker in a budget for Adult Social care of some £27m per annum leading to additional savings to the Council.

### **Outcome of Consultation**

17. Consultation has been undertaken with the senior management teams in Housing and Adult Social Care and other briefings have taken place. Meetings have also taken place with NHS Darlington and NHS Durham. No issues have been raised regarding the proposals.

**Cliff Brown**  
**Director of Community Services**

**PROPOSED SENIOR MANAGEMENT STRUCTURE  
FOR ADULT SOCIAL CARE AND HOUSING**

