
SENIOR MANAGEMENT STRUCTURES

Responsible Cabinet Member - Councillor Bill Dixon, Leader

Responsible Director – Ada Burns, Chief Executive

SUMMARY REPORT

Purpose of the Report

1. To request Council approval for changes to the Council's Senior Management structure relating to adults and children's services as a result of the imminent vacancy of key Chief Officer posts.

Summary

2. At its meeting on 17 July 2014, Council agreed changes to management structures and roles within People Services in response to the emerging collaboration with the Darlington Clinical Commissioning Group (DCCG). The current structure is shown in **Appendix A**. This was agreed as an interim position subject to review by both organisations as the collaboration developed. The Director of Commissioning was filled on a temporary basis by Murray Rose whom, it was agreed, will retire in March 2016. This report advises of further changes required which arise from this new way of working as well as the impending loss of two key senior staff.

Recommendation

3. It is recommended that Council :-
 - (a) Agree to create a new post of Director of Adults and Children's Services at the grade detailed within the report;
 - (b) Agree to delete the posts of Director of People, Assistant Director Children, Families and Learning (re-designated as Service Director – Children's Services from September 2014) and Assistant Director Adult Social Care.

Reasons

4. To ensure appropriate leadership and management of critical areas of Council services and statutory functions, and to enable progress to continue in delivering the Council's vision and Medium Term Financial plan.

Ada Burns
Chief Executive

Background Papers

No background papers were used in the preparation of this report.

Ada Burns : Extension 5815

S17 Crime and Disorder	There are no specific impacts on Crime and Disorder detailed in the report.
Health and Well Being	The report details work across the two organisations which will have wider ranging benefits for delivery of health and social care in the future but there are no specific impacts detailed in the report.
Carbon Impact	The carbon impact of the report is limited.
Diversity	There are no specific diversity impacts resulting from this report.
Wards Affected	The report impacts on all wards equally
Groups Affected	The report impacts on all groups equally.
Budget and Policy Framework	The report does not impact on the overall budget and policy framework.
Key Decision	This is a key decision
Urgent Decision	This is not an urgent decision
One Darlington: Perfectly Placed	The integration detailed in the report is designed to support the delivery of the strategy.
Efficiency	The integration is intended to facilitate the achievement of the efficiencies across the two organisations.

MAIN REPORT

Information and Analysis

5. In July 2014 the Council agreed temporary changes to the management arrangements that were the result of the emerging collaboration with the DCCG. It was agreed at the time that the arrangements would be reviewed in the light of the experience of the two organisations in working together. Subsequently, vacancies have arisen in the Council which create other opportunities to review structures and ensure that they are fit for the challenges ahead.

6. In summary, the Council currently has an interim post of Director of Commissioning, accountable to DCCG and the Council and responsible for health and social care commissioning, adult social care, public health and the development of integrated services. This is to be held until March 2016 by Murray Rose, whose substantive role is as Director of People Services. Reporting to Murray Rose is an Assistant Director for Adult Social Care, Ann Workman, who leaves the Council in July 2015 to take up a new position in another authority.
7. The Council agreed that, given the focus of the collaboration with DCCG on adult services, it would establish a leadership role for the delivery of children's social care and education services. The interim post of Service Director, Children, Families and Learning, is held by Jenni Cooke, whose substantive role is Assistant Director, Children, Families and Learning. Jenni Cooke will retire on 30 September 2015.
8. While it was intended to review the operation and future potential of the joint posts with the DCCG, this work will not conclude before the autumn 2015. In the meantime, the departure of the two chief officers with operational responsibility for adults and children's services has required an urgent review to ensure we have resilience in critical parts of Council business.
9. Discussions are continuing with the DCCG on the potential shape of a joint management structure that integrates:
 - (a) Health and social care commissioning
 - (b) The redesign of models of care
 - (c) Public health (prevention)
 - (d) Contract management and review
10. A joint commissioning arrangement could offer the Council a lasting mechanism to shape, with the DCCG, the priorities for service delivery, regardless of who the delivery agent is.
11. As a consequence and anticipating this direction of travel, it is now proposed to implement a structure for the delivery side of adults and children's services and education.
12. In doing so, it should be recognised that this is likely to change too, as new models of delivery emerge from work across health and local government, as new voluntary sector opportunities emerge and as the Council works with other local authorities in response to ongoing financial pressures. For these reasons, and the fact that these services represent the Council's costliest and riskiest services, it is proposed that leadership accountability for the service areas in 11 above rests with the Council alone.

Proposals

13. The substantive (but currently vacant) role of Director of People Services would be deleted and the post of Director of Commissioning will continue on an interim basis until 31 March 2016 as originally agreed by Council in July 2014 to enable the work

on new models of working to continue.

14. The substantive posts of Assistant Director Children, Families and Learning (as subsequently re-designated) and Assistant Director Adult Social Care will also be deleted and replaced with a Council post of Director of Adult and Children's Services. This post would have responsibility for the assessment, delivery of services to adults and children, education functions, and safeguarding, and will discharge the statutory responsibilities set out in Local Government Social Services Act 1970 (as amended) and in the Children's Act 2004 by fulfilling the statutory roles of Director of Children's Services (DCS) and Director of Adult Social Services (DASS).
15. Beneath the Director post, it is proposed to retain a structure with four senior social care posts. The education function is currently under review to provide clarity on responsibilities, given national changes, and this will also report directly to the new Director role.
16. The rationale for the proposal to support the Director with four senior posts which are not at Chief Officer level is that the Director of Adult and Children's Services, unlike the previous Director of People Services, will not have responsibility for either social care commissioning nor for Public Health. This reduced role, therefore, can best be supported by a flatter structure of four Heads of Service, rather than by appointing two more senior staff. Shared posts with the DCCG, over time, will provide complementary functions; this proposal gives robustness to the Council's requirements to run statutory local authority services. The proposal also builds on the investments made and work undertaken to strengthen the leadership expertise of staff beneath Chief Officer level. The Director post-holder would still work extremely closely with social care and health commissioners and with other relevant organisations but would not have the same line management responsibility for the work as the previous Director of People Services.

Employee Implications

17. The immediate changes to Senior Management structures are being consulted upon with those affected. Future changes to structures will be subject to appropriate consultation.
18. A structure chart is attached (**Appendix B**) which sets out the services that sit under the new role.
19. The changes to Chief Officer structure and remuneration require Council approval therefore these elements of this report are recommended to Council for approval. The post of the Director of Adults and Children's Services will be graded Director 2 (£99,879 - £115,725 per annum).

Financial Implications

20. In line with the ongoing Medium Term Financial Plan, it is intended to seek and implement spending reductions from the development of the collaboration with the DCCG. The staffing changes identified within this report can be fully funded from within existing budgets.

Equalities Consideration

21. At this stage, there are no decisions that have an impact but future proposals may well have impacts and they will be addressed when those proposals are being considered.