

From: Graham Gibbens – Cabinet Member for Adult Social Care and Public Health  
Penny Southern – Corporate Director of Adult Social Care and Health

To: County Council – 18 October 2018

Subject: Proposed changes to Top Tier posts in Adult Social Care and Health Directorate

**Classification: Unrestricted**

---

**Summary:** This paper sets out proposed changes to the Adult Social Care and Health Directorate (ASCH) senior structure to implement and sustain new operating models to redistribute current activities in the ASCH. This includes the creation of two new Director roles to deliver statutory duties and Partnership working relating to wider responsibilities within the Kent and Medway Sustainable Transformation Partnership (STP).

**Recommendation:**

County Council is asked to **AGREE:**

- (a) The changes to the Director roles as outlined in section 3 above and the deletion of the current Director of OPPD and the Director of DCLDMH posts
  - (b) The introduction of 2 new director posts, Director of Operations and Director of Partnerships.
- 

**1. BACKGROUND**

- 1.1 The Adult Social Care and Health (ASCH) Directorate was established in April 2017, following approval at County Council on 26 January 2017. The Directorate incorporates Adult Social Care and Health Services and the Lifespan Disabled Children and Young People Service.
- 1.2 The previous Corporate Director of ASCH left in April 2018, and the Director of Disabled Children, Adult Learning Disability and Mental Health (DCALDMH) was formally appointed to the ASCH Corporate Director post in June 2018. This appointment has resulted in a vacant director post which is being covered by the Corporate Director and the Director of Older People and Physical (OPPD) with additional responsibilities being shared across the Wider Leadership Team, which consists of Assistant Directors and Heads of Service across the directorate.

- 1.3 The ongoing transformation programme to implement new operating models across ASCH, ensuring services are integrated and aligned to Local Care to deliver outcome focused care to individuals, is due to be completed by April 2019.
- 1.4 To make the best use of our resources and to meet the ambitions set out in KCC's Strategic Outcomes, a new ASCH structure has been designed following a detailed organisational design process. This process identified new operating models with four functions: Operations, Partnerships, Business Delivery and Service Provision. The proposed new senior structure will provide strategic leadership and management and deliver integration through the STP

## **2. DIRECTOR ROLES AND PROPOSED CHANGES**

- 2.1 There are a total of 3255 staff employed across the ASCH Directorate with a wide range of services and responsibilities:
- Assessment and related activity
  - Safeguarding
  - Social Work
  - Occupational Therapy
  - Supporting the wider market in Kent
  - Purchasing
  - Blue Badges
  - Case Management
  - Equipment
  - Mental Health Services including; Forensic and Approved Mental Health Professional (AMHP)
  - Autism and Sensory Services
  - Lifespan Pathway – Disabled Children and Young People
  - Lifespan Pathway - Integrated Community Learning Disability Teams
  - Deprivation of Liberty (DoLs)
  - Working with the voluntary sector
  - Public and Service user voice
  - Older People and Physical Disability Multi-Disciplinary Teams
  - Commissioned Services
  - Service Provision – integrated service provision centres, residential homes and short break residential services for disabled children and adults – enablement, community day services
  - Partnership working; Kent and Medway STP partners, Public Health, Private and voluntary sector, District and Borough Councils, Education providers

- S75 agreements e.g Alliance Contract for learning disability services

2.2 Retaining two directors (OPPD/DCALDMH) with their current range of responsibilities, does not meet the ASCH design criteria of no longer having client silos at a strategic level and strategic oversight to support integration and collaboration with partners.

### **3. PROPOSED CHANGES TO ROLES**

3.1 It is proposed to introduce two Director roles across the ASCH Directorate with responsibilities split by functions - Operations and Partnerships.

3.2 The Director of Operations will have responsibility for all ASCH assessment operational delivery and lead on commissioning requirements, relating to Adult Social Care and Health and specific services for Disabled Children and Young People and children with sensory disabilities. The job description is attached as Appendix 1

3.3 The Director of Partnerships will lead on sustainable relationships with all partner agencies through the ASCH contractual arrangements with the wider market, STP, Section 75 agreements and commissioning arrangements to influence the direction of the service. The job description is attached at Appendix 2

3.4 With the proposal to move from two Directors of Operations (DCALDMH/OPPPD) to one Director of Operations, who will be responsible for all client groups, the current ASCH Assistant Director roles have been reviewed and updated to reflect the change in accountability and responsibility at this level.

3.5 As part of the work on the new senior structure a new Business Delivery Unit is being designed. This unit will be integral to delivering the overall ASCH vision and strategic direction. A Head of Business Delivery Unit post has been developed and will be recruited to, this post will support the new director in delivering both ASCH and KCC strategic outcomes.

3.6 The proposed ASCH functional structure is attached at Appendix 3.

### **4. CONSULTATION**

There is one individual affected by the proposal to change the director level posts. Individual consultation has been undertaken with the Director of OPPD about the changes to the senior structure and the content of the new director roles. The detail of the job descriptions and accountabilities has been developed in consultation with the current postholder and they are supportive of the changes proposed

## **5. RECRUITMENT**

Subject to the agreed recommendations of Personnel Committee on 11<sup>th</sup> October 2018:

- 5.1 It is proposed to undertake a full recruitment process for the Director of Operations post which will commence in October 2018.
- 5.2 It is intended that internal and external selection processes will commence without delay for these posts.

## **6. FUNDING**

- 6.1 It is not anticipated there will be any budgetary implications for the new director posts as the realigned responsibilities will not impact on the current grade.
- 6.2 It is intended that the redesign of the new structure will be delivered with no additional costs

## **7. RECOMMENDATION**

County Council is asked to **AGREE**

- 7.1 The changes to the Director roles as outlined in section 3 above and the deletion of the current Director of OPPD and the Director of DCLDMH posts
- 7.2 The introduction of 2 new director posts, Director of Operations and Director of Partnerships.

### **Background papers:**

County Council: "County Council Directorate and Strategic Commissioning Structure" 26 January 2017.

**Amanda Beer**

**Corporate Director Engagement Organisation Design & Development**

**03000 415835**