

(Report Unrestricted following approval at Personnel Committee)

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To: Personnel Committee

Date: **12th November 2019**

Subject: Adult Social Care & Health – top tier restructure

Classification: **Restricted**

SUMMARY: This paper sets out proposals to realign the responsibilities of the two current Director roles in the Adult Social Care and Health Directorate, creating two new Director of Adult Social Care and Health roles. Endorsement of the proposal is sought from Personnel Committee prior to a recommendation to the full County Council in December 2019.

1. INTRODUCTION

- 1.1 In April 2019, a new senior structure for Adult Social Care and Health was introduced to provide strategic leadership and management to the services in the Directorate.
- 1.2 The structure introduced four functions designed to deliver service priorities and integration with Health through the Sustainability and Transformation Plan (STP). The four functions were Operations; Partnerships; Business Delivery Unit and Service Provision and there were two new Director posts – Director of Operations and Director of Partnerships.
- 1.3. Anne Tidmarsh was appointed to the Director of Partnerships role. A decision was made by the Corporate Director Adult Social Care and Health to put recruitment to the Director of Operations post on hold pending a further review of the senior management roles within the Operations function of the new operating model.
- 1.4. As a result of this decision, interim arrangements have been in place since April 2019. These include an interim Portfolio Manager post, held by Richard Smith, an interim Head of Older People and Physical Disability (OPPD), Janice Duff, and interim Area Manager posts across both OPPD and Mental Health.

- 1.5. Further organisation design work has been completed to review the interim arrangements, and to consider if the Director of Operations post which was part of the original approved structure will provide sufficient capacity at a strategic level to deliver ASCH services.

2 REASONS FOR CHANGE TO THE DIRECTOR ROLES CONFIGURATION

- 2.1 The interim arrangements have highlighted the need for significant senior capacity in the Directorate to support the Corporate Director in the strategic development of the activity in ASCH, and to oversee and deliver the services provided, both directly and through commissions, by the Directorate.
- 2.2 The period since April 2019 has confirmed the view that a single operational role at Director level is not sustainable given the size and scale of the ASCH Directorate.
- 2.3 Over the same period, the Director of Partnership, Anne Tidmarsh, has made significant progress in achieving what was required from a distinct function, by developing partnerships with Health at a local level. Partnership work with the voluntary sector on prevention has also been progressed and the links with Districts and Borough councils on this agenda strengthened. As the workforce lead for health and social care, Anne has established a clear foundation for taking workforce issues and innovation forward through the Design and Learning Centre.
- 2.4 The existence of the Director of Partnership role has provided more clarity on what is needed going forward in the Directorate. The focus on integration with Health remains a priority but the existence of a distinct role on the leadership team is no longer required and is now likely to be less productive than sharing responsibility for these relationships, and the required level of integration, more widely across the management team.

3 PROPOSED TOP TIER DIRECTORATE STRUCTURE

- 3.1 Given the size and complexity of the ASCH Directorate, there is no doubt that two Director posts continue to be required. This appropriately reflects the level of activity, significant risk and strategic influence that is needed at a senior level.
- 3.2 The new Director of ASCH posts will combine the Operations and Partnership functions to avoid creating siloes and a disconnect between operations and partners. The job description is shown at Appendix 1. The three most senior level posts in the Directorate, working alongside the Head of the Business Delivery Unit and the Head of Provision, will provide collective strategic and operational leadership, work collaboratively to ensure a cohesive approach to partnership working across the Directorate. They will be able to ensure local

and operational information influences the senior level decision making and a consistent way of working, and view on Directorate priorities is communicated to all staff across ASCH services.

- 3.3 The Business Delivery Unit and Service Provision functions, which are both whole directorate functions, will also ensure consistency across all client pathways and areas within the Operations function.
- 3.4 The two new Directors of ASCH will be generic roles, each with accountability for all client groups within a geographic area. This enables one conversation with partners at Director level in the area and will support succession planning. One geographic area covers East Kent and the second West and North Kent. A structure chart of the top two tiers is shown at Appendix 2.
- 3.5 It is not the intention to align fully with the Health geography at the present time. However, the proposed structure clearly provides increased capacity to respond to future health models and align fully if appropriate.
- 3.6 The accountability and responsibility for influencing Health partners will lie with the Corporate Director, ASCH. Specific responsibilities previously falling to the Director of Partnerships will be transferred to the new Director posts and the Head of the Business Delivery Unit.

4 CONSULTATION

- 4.1 There is one individual directly affected by the proposal to change the Director level posts. Individual consultation has been undertaken with the Director of Partnerships, Anne Tidmarsh, 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 Anne and the wider Directorate leadership team. Should the structure be agreed, further discussions will be held with Anne about her preferences for the future.

5 FINANCIAL CONSIDERATIONS

- 5.1 The ASCH salary budget already includes allocation for two Director posts at KR17. The grade of the new posts remains the same, so there are no budget implications.

6 NEXT STEPS

- 6.1 Further work is required to ensure activity levels are evenly distributed at the levels below the top tier roles. However, the new structure will enable the sustainability of the new, successful operational model in Older People and will be used to shape the Local Care offer for Adult Community Services.

6.2 A recruitment process will follow for the Director of ASCH posts. This will involve an internal and external recruitment campaign commencing early December. A Personnel Committee – Member Appointment panel has been provisionally convened on 5 February 2020.

7. RECOMMENDATIONS

7.1 Personnel Committee is invited to agree:

- the deletion of the posts of Director of Partnerships and Director of Operations in the Adult Social Care and Health Directorate
- the introduction of two new Director ASCH roles, as described in Appendix 1
- that the two Director roles are organised on a geographical basis with one covering East Kent and the other North and West Kent.
- Subject to agreement to the above, that the recruitment process for the new roles can begin immediately but that no appointment would be made prior to the full County Council agreeing the revised structure at its December meeting.

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Background Documents:

Proposed changes to top tier posts in Adult Social Care and Health – Personnel Committee 11 October 2018.