

**By:** Paul Carter, Leader of the Council  
David Cockburn Head of Paid Service

**To:** County Council

**Date:** 13 July 2017

**Subject:** County Council Directorate and Strategic Commissioning Structure Update

**Classification:** Unrestricted

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**Summary:** The paper updates the County Council on the implementation of the structure decided at its meeting on 27 January 2017. It recommends one further change to reporting lines in that top tier structure.

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## **RECOMMENDATIONS**

The County Council is asked to:

- Note the appointment and offer made to the two new Corporate Director posts and to the new Strategic Commissioner role.
- Note that the consequential changes to the Constitution have been made following the changes in structure.
- Agree the change of reporting line for the Director of Public Health to the Strategic Commissioner which moves the Public Health Division into Strategic and Corporate Services with effect from 28 August 2017.

### **1. BACKGROUND**

1.1 In January 2017 County Council decided to introduce a new top tier structure for the Authority.

1.2 The overall objectives for the changes the County Council discussed and agreed were to:

- Ensure the operating framework is best placed to deliver the Strategic Statement outcomes.
- Ensure that responsibility for our services to Children, Young People and Families is vested in a single Corporate Director to allow a relentless focus on continual improvement from a single accountable person at the top tier of the Authority.
- Recognise the considerable and increasing challenges involved with the provision of social care to vulnerable adults and older people, create the capacity at the most senior level for innovative and sustainable solutions and implementation of the transformation

already clearly set out in the vision and strategy for adult social care 2016-21 “Your life, your wellbeing”.

- Take the next step in realising the benefits of being a Commissioning Authority by meeting the need for comprehensive professional strategic commissioning advice to all Directorates across the Authority.
- Provide an organisation design which will enable real progress on the agenda to integrate with health services in Kent wherever and as quickly as possible.
- Put an end to any residual capacity for a silo working approach in any part of KCC by reinforcing accountabilities for joint responsibility and working at all levels and services and developing professional skills which are available for the benefit of all. This whole council ethos is essential if we are to meet the challenges facing local government.
- Be able to respond effectively to external factors and challenges by having clarity of responsibility and accountability, specialist support to our expert service delivery teams and the capacity to continuously improve.
- Strengthen our capacity and capability to work effectively to deliver transformation whether working with or without our strategic partners.

1.3 The changes saw the deletion of two existing Corporate Director posts (the Corporate Director Social Care Health and Wellbeing and the Corporate Director Education and Young People’s Services) and the creation of two new posts, a Corporate Director Children, Young People and Education and a Corporate Director Adult Social Care and Health. A new senior role of Strategic Commissioner to oversee the delivery of the strategic commissioning expertise was also introduced. All three posts report to the Head of Paid Service.

## **2 New Appointments**

- 2.1 Once the new structure was agreed, conversations were had with the two existing Corporate Directors, Patrick Leeson and Andrew Ireland. After discussions with both of them and consideration of the optimum way to proceed, it was agreed that there would be a managed transition to the new structure. Patrick Leeson retained his current Corporate Director responsibilities for Early Help and Education, including the establishment of the new Education Services Company, and remains as the SRO for the Children and Young People Services Integration Programme. Andrew Ireland agreed to retain the statutory responsibilities of DCS (and line management of Specialist Children’s Services), and DASS, including line management of the Divisions providing Adult Social Care. The Director of Public Health also continued to report to him during the transition period.
- 2.2 Following these decisions an extensive executive search exercise was undertaken to source candidates for the two new Corporate Director roles. The Member Appointment panel has appointed Anu Singh to the post of Corporate Director Adult Social Care and Health and she takes up her role on 28 August 2017.

- 2.3 An offer has been made to the preferred candidate for the post of Corporate Director Children Young People and Education. As with any offer of employment, there are a number of steps to complete before the employment contract is finalised and an announcement made and these are currently being advanced. Members will be kept fully updated on progress towards the offer being formally confirmed and accepted.
- 2.4 Following an external advertisement, Vincent Godfrey was appointed to the role of Strategic Commissioner. The January County Council paper articulated the clear and understood need to provide specialist and professional services to Directorate commissioners in relation to the strategic commissioning cycle and provision of change management capacity for KCC.

### **3 Organisation design**

- 3.1 The new organisation structure was implemented in April 2017. On 3<sup>rd</sup> April the following changes were made:
- 3.1.1 Staff in **Education and Young People's Services** moved into the Children Young People and Education Directorate. Patrick Leeson's job title changed to Corporate Director Children, Young People and Education.
- 3.1.2 Staff in the following divisions or teams continued to be led by Andrew Ireland, and, for corporate reporting purposes, moved into the ASCH Directorate:
- **Older People and Physical Disability**
  - **Disabled Children, Learning Disability and Mental Health**
  - **Public Health**
  - **Corporate Director's office (SCHWB)**
  - **Adult Safeguarding and Deprivation of Liberty** (line management has changed to the Head of Business Strategy & Support)
- 3.1.3 **Specialist Children Services (SCS)** continues to be led by Andrew Ireland who has retained the statutory responsibilities of DCS during the transition. Andrew Ireland's job title continues to be Corporate Director Social Care, Health and Wellbeing. For corporate reporting purposes, the Division is now part of the new CYPE Directorate where it will sit once the transition period is concluded.
- 3.2 The following top tier posts transferred to the new role Strategic Commissioner :
- Director of Strategic Business Development and Intelligence
  - Head of Procurement
  - Director of Commissioning.
- 3.3 All reporting and monitoring information is reported under the new Directorate structures, so the transition arrangements apply only to line management.

- 3.4 The transitional senior management arrangements and implementation of the revised structures have ensured that all the Authority's major programmes of transformation are continuing. This includes those which are of significant importance in the new service Directorates. The assessment phase of the Children and Young People Service Integration Programme is due for completion in September; the establishment of the Education Trading Company is moving towards implementation in early 2018 and Phase three of the Adult Transformation Programme will complete the design stage in the autumn moving from there into implementation.

#### **4 Commissioning**

- 4.1 The January County Council meeting decided that the strategic commissioning activity delivered by the Strategic Commissioner, working closely with lead commissioners in services, would provide specialist professional services for all phases of the commissioning cycle encompassing commercial leadership and judgement; evidence based decision making; and performance reporting. The range of functions undertaken includes the following:

- Analysis (including demographic, social, economic, market, performance, spend and process)
- Solution and market development
- Contract strategy and governance
- Contract creation and negotiation
- Contract management (commercial aspects).

- 4.2 The commissioning functions which will be the responsibility of the services Directorates include:

- System, service and market leadership for the commissioning cycle, including engagement with members and stakeholders more widely.
- Budgetary and financial accountability for the service (irrespective of provider)
- System and service development (including the relationship between cost, effectiveness, quality and time).
- Provider management against the systems and service standards and specifications.
- Development of the service specification (service design and standards).

- 4.3 The services will continue to have overall accountability for commissioning drawing on the professional services to discharge this. The professional commissioning function will work collaboratively and seamlessly with the services and this is a key criterion that it will be measured against. The relationship between service Directorates and this new function is symbiotic and there is a shared responsibility to ensure Kent County Council achieves its strategic outcomes.

- 4.4 The clarity around the appropriate relationship between the functions described in sections 4.1 and 4.2 together with the feedback from the

consultation exercise; the outcomes of the ongoing transformation programmes across several services; and the embedding of the approaches and support delivered by the Strategic Business Development and Intelligence Division are now being aligned with confidence to the requirements for the Authority's approach to commissioning defined by the County Council.

- 4.5 Following the appointment of Vincent Godfrey, senior managers in the Strategic Commissioning Division are working with service Directors to co-design the way this activity is provided and the interface between the professional advisers and service leads. The aim is to further align corporate and service directorate activities in relevant areas and it is recognised that by September, when the work will be completed, further line management changes for some individuals across all Directorates, including potentially from within the functions making up the new Strategic Commissioning Division itself will be agreed and will be implemented on or before 1 April 2018.
- 4.6 It is already clear from the co-design work that there is a close alignment between the work of the Public Health Division, which is a critical commissioning and analytical function for the Authority, and the responsibilities and role of Strategic Commissioning.
- 4.7 The Public Health team has strong links across all service Directorates and works closely with managers, particularly those working with our most vulnerable residents, across the Authority to ensure both health and service priorities are met through effective joint working. Public Health services and activity are almost exclusively delivered through effective commissioning, and so there is significant experience and skill in commissioning within this professional function. Commissioned services are used by all age groups within Kent's population. It is appropriate both to position the team in the Strategic and Corporate Services Directorate and to make the change at the same time as the new Corporate Director for Adult Social Care and Health takes up her post.
- 4.8 The ambition to bring together all data analysis and intelligence functions across the council into a single professional service includes the strong professional team in the Public Health Observatory, which collects a wide range of health related data and undertakes statistical analysis to support service design and commissioning decisions within both KCC and NHS. The benefits of bringing the Public Health Observatory and the Strategic Business Development and Intelligence teams together in the same Directorate are recognised by Cabinet Members and senior managers.
- 4.9 It is therefore recommended that the Director of Public Health reports to the Strategic Commissioner with effect from 28 August 2017. This will strengthen the cross Directorate role played by Public Health and ensure the extensive data capture and analytic skills within the Public Health Observatory as well as the considerable commissioning expertise in the Division are readily available to the whole council.
- 4.10 It is important to note that the Director of Public Health will continue to be a member of the Corporate Management Team, attend Cabinet and

Corporate Board meetings and sit on the Strategic and Corporate Services Directorate Management Team. The regular meetings with the Head of Paid Service will continue and he will have access to the Head of Paid Service and Cabinet Members as and when required.

## **5 RECOMMENDATIONS**

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- Agree the change of reporting line for the Director of Public Health to the Strategic Commissioner which moves the Public Health Division into Strategic and Corporate Services with effect from 28 August 2017.

### **Background documents:**

#### **County Council papers:**

County Council Directorate and Strategic Commissioning Structure – 27 January 2017

Embedding Strategic Commissioning as Business as Usual – 10 December 2015

Budget 2015-16 and Medium Term Financial Plan 2015-18 – 12 February 2015

Facing the Challenge: Commissioning Framework – 11 December 2014

Facing the Challenge: Towards a Strategic Commissioning Authority – 15 May 2014

Facing the Challenge: Whole Council Transformation – 18 July 2013

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