



Employees Committee

27 June 2018

***Senior management changes including
the creation of a Social Care and
Education Department***

Lead director: Miranda Cannon

Useful information

- Ward(s) affected: All
- Report author: Miranda Cannon

1. Introduction

- 1.1 This paper outlines to Employees Committee changes proposed to senior management structures, responsibilities and remuneration.

2. Recommendations

- 2.1 Employees Committee are recommended to approve the changes in this paper including the changed responsibilities across a number of senior management roles and associated remuneration changes.

3. Background

- 3.1 The review of senior management in 2011/12 created a senior leadership team of three strategic Directors and a Chief Operating Officer: Adult Social Care and Health; Education and Children's Services; City Development and Neighbourhoods and a Chief Operating Officer, who also holds the position of Strategic Director for the Corporate Resources and Support Department.
- 3.2 In 2014/15 the Director of Public Health began to report into the Chief Operating Officer and a Strategic Director of Adult Social Care was appointed. This change had two primary drivers. Firstly, to help Public Health to be positioned as a corporate function enabling the strategy of health in all policies to become better embedded across the Council. Secondly to enable the new Strategic Director to focus on the improvement and transformation journey required in Adult Social Care. During this same period Education and Children's Services have been on their improvement journey in social care following the adverse Ofsted judgement in 2015. For the first stages of that improvement journey the Strategic Director had to use interim appointments to fill most of the senior roles in Children's Social Care.
- 3.3 We have had a stable leadership team in Children's Social Care for the last two years and the Ofsted inadequate judgement was removed on re-inspection in the Autumn of 2017, with Leadership and Management being recognised as good. Our focus is still on continuing this improvement journey and improving the quality of practice and the outcomes for our children and young people. In the Learning and Inclusion Division, similarly interim leadership has been required and the

focus of that leadership over the last 18 months has been on additional school places and the planning and capital programme required to support that, so much so that SEND and other education support services have not had the leadership and senior management focus required.

4. Where are we now

- 4.1 Since the beginning of February, after the departure of the last Strategic Director of Education and Children's Services, the Strategic Director of Adult Social Care and the Chief Operating Officer have been providing leadership and support to the Children's department. Also since February, a permanent appointment has been made to the Director of Learning and Inclusion.
- 4.2 In Children's Social Care the focus going forward needs to be on quality of practice, transitions, disabled children and young people's services, improving commissioning, efficiency and dealing with increased case-loads through more speedy and safe processes leading to quicker and safe permanence for children in the care system. All of this will continue to contribute to the improvement of the services interventions and ultimately in supporting children to achievement good outcomes and to make the most of opportunities in preparing for their adult life, whilst remaining safe. In Learning and Inclusion leadership attention needs to be given to our changing relationship with schools and our SEND services, this is proving difficult with such a focus required on new school places. Although ably managed at a service level these parts of this division have not had the benefit of a leadership and strategic focus.
- 4.3 Adult social care has undergone a "quiet revolution" over the last 3 years. The emphasis has been on significantly improving the effectiveness and efficiency of the work of the department including the quality of social work practice, getting the department to work more efficiently, ensuring social workers do the right thing, reducing the backlog of annual reviews, reviewing care packages, changing the emphasis where possible to short term crisis intervention and reablement, and maintaining independence. This direction of travel and the delivery of improvement and change has been a constant feature of the leadership of the Strategic Director of Adult Social Care.

5. Where next?

- 5.1 We recognise the different strengths within the Children's and Adults Departments in Leicester. What we have begun to discuss within the senior management teams of both departments is how joining the leadership and various functions will strengthen the position and/or increase the capacity of both departments.

- 1) Commissioning – Adults have a much more mature commissioning function, reflected through their understanding of local markets, market development and significant commissioning activity. Children's rely much more on spot purchasing, which is expensive and carry out very little market development. Moving to a single commissioning function will lift Children's and do so more efficiently and quicker than could be managed on their own. A single commissioning function will enable much more joint commissioning and enable a single, stronger conversation with Health – something viewed as requiring improvement in the most recent Ofsted judgement.
- 2) Transitions – Transitions between children's and adult services are currently not managed as well as is needed, with differing cultures, understanding of thresholds, expectations and strategic direction. Although joint work has begun, this will be more effective and improved more quickly under a single leadership team with a much greater shared understanding. Getting transitions right is absolutely key to the future outcomes of some of our most in need children and young people. Ofsted rightly identified work in our disabled children's team as needing to improve and transitions is a key element of that requirement. In a single department there will be greater opportunities to consider a 'whole life' approach to disabilities, minimising the impact of organisational structures and barriers to ensuring that children and young adults are best prepared for adult life across education, health and social care.
- 3) Performance Management – Because of the Ofsted improvement journey Children's understanding of performance management and embedding performance management into frontline practice is strong. Adults have begun this journey but are less advanced. The Children's performance team as well as senior and frontline managers will be able to help improve the speed of embedding a performance management culture within adults.
- 4) Service Transformation – Adults have delivered a significant and successful service transformation programme across both of their divisions including integrating some frontline services with health. The next phase of the children's improvement journey will require a similar transformational focus. Combining the strengths and insights of the Children's senior managers with the skills and experience of the Adults senior leadership and extended leadership team will accelerate things and give them the programme and project management rigor that complex service transformation requires.
- 5) Within both departments there has been significant movement in the

development of social work practice and the quality of interventions with children and adults. As one directorate team, the senior leadership team with the support of the two Principal Social Workers will be able to create a clearer, unified approach to the continued improvement of professional governance, standards and quality of practice. This will contribute significantly to the experience of those who interact or utilise the services and to the impact in their lives of the professional intervention.

- 6) Both Children's and Adults are 'demand led' service areas where managing inward demand and demand for increasing service levels are fundamental elements of the management of services. Both sectors are under significant financial pressure relating to increasing demand. Adults more so over the last year or so is demonstrating management of demand at the front door, with Children's having put into place new service models that will hopefully deliver diversion away from statutory intervention. Continuing a focus on managing demand and working with external partners, families and local communities will be critical to both services in the future. A combined senior leadership structure, supported by a more cohesive commissioning approach will likely add benefit to this continued need to support diversion, prevention and developing alternative service delivery models.
- 7) A combined department under one senior leadership team will be able to develop stronger operational links with Public Health, working more cohesively within the wide remit of the Health and Wellbeing Strategy, contributing to a more joined up approach to tackling some of the population health issues that affect residents of all ages within the City and contribute to the level of usage of statutory services. Likewise, there will be greater opportunity for a more cohesive approach to working with the City Clinical Commissioning Group and with NHS providers on integration and cooperation between health and social care, across a whole life, all age approach, working within local communities and the agreed local Health Needs Neighbourhoods.

5.2 Over the last couple of years, we have a lot to be proud of in the work of our Children's and Adults Services, both have seen significant improvement in the core services offered whilst coping with increased demand and caseload pressures. The next phase of improvements for both services areas will require much more joint working with each other and with Health, the adoption of a single culture and set of expectations, having a single Leadership Team driving transformation in the same direction and working collegiately rather than distinctly will be very beneficial.

6. What is proposed

- 6.1 The following changes to the senior management team are proposed:
- The deletion of the Strategic Director of Adult Social Care.
 - The deletion of the Strategic Director of Education and Children's Services.
 - The creation of a Strategic Director of Social Care and Education (revised job description attached).
 - The transfer of pupil place planning, new school place provision and the children's capital programme to City Development and Neighbourhoods (revised job description attached).
 - Confirmation of the Director of Public Health continuing to report into the Chief Operating Officer (revised job description attached).
 - The new post of Strategic Director of Social Care and Education will fulfil the responsibilities of both the statutory Director of Children's Services (DCS) and the Director of Adult Social Services (DASS)

7. Creation of a Social Care and Education Department – Capacity and Focus

- 7.1 It will be important in the first 6 – 12 months to create single departmental processes and structures, cutting out the duplication that exists, whilst moving to a single conversation with many of our partners. Taking the opportunity to address the current areas for improvement that exist e.g. transitions, whilst securing a single transformational journey across the whole Social Care landscape and enabling a greater focus on our relationship with and support to schools. However, this will not happen if we anticipate the continuation of parallel organisational and partnership structures, processes, mechanisms and administration.
- 7.2 Politically it makes sense to continue with two Assistant Mayors, to reassure councillors and partners that the Executive focus will not be lost or weakened on either Adult Social Care or Children's Services. Similarly, two Scrutiny Commissions should continue, in time they might want to have joint meetings when looking at some aspects of the transformation and improvement journey but not losing our focus on the Children's Social Care improvement journey will be very important, particularly over the next couple of years.
- 7.3 In partnership with the LGA we will arrange for a test of assurance to be conducted on the new Strategic Director role after 6 months. This process is in the Children's Act guidance and will satisfy that requirement whilst also giving us reassurance internally.

8. Remuneration

- 8.1 Currently the three Strategic Director roles are on UCOR/S Chief Officers Link Grade 16 – 18, £112, 705.00 - £121,375.00, the Chief Operating Officer is on UCOR/S Chief Officer Link Grade 19 – 20, £125,709.00 - £130,048.00.
- 8.2 To reflect the new and additional responsibilities of each post and to protect pay differentials between the roles it is proposed to put the two remaining Strategic Director posts on UCOR/S Chief Officer Link Grade 18 – 20 £121,375.00 - £130,048.00 and the Chief Operating Officer on UCOR/S Chief Officers Link Grade 21 – 22 £134,387.00 - £138,726.00.
- 8.3 Comparator information for senior roles in similar local authorities shows Leicester's top salaries are currently near the bottom in both unitary and mayoral comparator authorities. This is reflected in our annual pay policy, which demonstrates nationally we have one of the lowest pay differential rates of any unitary, between our most senior position – the Chief Operating Officer and median average pay at 1:5.38. The proposed grade changes impact on that pay differential by changing it to 1:5.73 which compares to ratios of over 1:7 for Nottingham, Derby and Coventry.

9. Are there any risks to consider?

- 9.1 The main risk is ensuring sufficient capacity to manage the continued change and improvement journey across Children's and Adults services – it is proposed in the first instance to retain savings arising from the deleted Strategic Director post, should these be needed within the newly configured Social Care and Education Department to provide for other capacity and skills to support the continued transformation. In addition, as noted above it is anticipated that the bringing together of some of the common areas across the existing departments will help not just in skills sharing but in creating more resilient capacity, processes and systems.

10. Benefits of these changes

- 10.1 In summary the proposed benefits of these changes are:
- Reinforces the importance placed on Public Health and the emphasis of it being a corporate function by reiterating and formalising its position in the organisation;
 - Achieves a better alignment of school's capital and related activity namely pupil place planning with all other key property and infrastructure based capital activity within the city development and neighbourhoods department;
 - Provides for a more focused dialogue and relationship with health and other key partners particularly around the most vulnerable;

- Supports ongoing work to address specific Ofsted recommendations including those concerning our relationship and commissioning with Health and around transitions and children with disabilities;
- Brings together two departments which have corresponding strengths and weaknesses around critical areas such as commissioning and performance management in support of their respective improvement and transformation and which will make for a more resilient approach in future and ensure a rigorous and consistent focus on transformation and sharing learning and practice.

11. Financial Implications (Alison Greenhill)

- 11.1 Modest savings of £125,000 are made as a result of this proposal (salary plus on costs, less the proposal in section 8 above). However, as this proposal is not about savings it is suggested that the above saving is retained corporately should additional capacity be required elsewhere to support the work of the new department. If the saving is not required it can be used to contribute to spending review targets.
- 11.2 Further savings could accrue as a result of subsequent changes that may be made to some of the new departmental infrastructure and support as already outlined in this report. However, these are best left to the new senior management team of the new Department and not to be speculated on here at this stage.

12. Legal Implications (Kamal Adatia)

- 12.1 By virtue of sections 18 and 19 Children Act 2004 the Council must appoint a Chief Statutory Officer designated as the "Director of Children's Services" (DCS) and an Elected Member designated as the "Lead Member for Children's Services" (LMCS) respectively. The functions of the DCS include not only social services functions but also education functions imposed by The Local Education Authorities and Children's Services Authorities (Integration of Functions) Order 2010. The proposals in this paper regarding moving responsibility for pupil place planning don't offend these requirements.
- 12.2 The Council is required to have regard to Statutory Guidance when considering the DCS and LMCS roles. There is no outright prohibition on adding responsibilities to the DCS portfolio (as long as a single person fulfils each of the DCS and LMCS roles, as opposed to multiple people sharing the statutory functions between them), and the paper rightly highlights that assurances processes are key to evaluating the merits of

joint posts. It seems therefore wise, for assurance purposes, to retain an LMCS role that is separate to the Lead Member for Adult Social Care (ACS) and to retain separate scrutiny functions for the time being between the two key areas of Children's and Adults.

13. Other implications

This report deals primarily with staffing matters and as such there are no other implications associated with the report.

14. Background papers – Local Government Act 1972

None

15. Report author

Miranda Cannon, Director Delivery, Communications and political Governance

16. Appendices

- 16.1 Strategic Director of Social Care and Education, City Development and Neighbourhoods, Chief Operating Officer job descriptions.
- 16.2 New Senior Management Structure Chart

17. Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?

No

18. Is this a “key decision”?

No