

**MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION**

COMMITTEE : PERSONNEL COMMITTEE

DATE: 27 MAY 2009

SUBJECT: REVISED MANAGEMENT ARRANGEMENTS FOR SERVICES
TO ADULTS

REPORT OF: THE CHIEF EXECUTIVE

PURPOSE OF THE REPORT

To set out proposals to strengthen and realign existing senior management arrangements in support of the well-being of adults in Manchester, including the creation of a new post of Strategic Director of Adult Services.

RECOMMENDATIONS

The Committee is recommended to:

1. Approve the disestablishment of the existing post of Director of Adult Social Care and the establishment of a new post of Strategic Director of Adult Services at a salary of circa £120,000.
2. Determine the composition of the Appointment Panel to progress all aspects of the recruitment and appointment to the post of Strategic Director of Adult Services.
3. Approve the establishment of a new post of Assistant Chief Executive (Regeneration) at a salary of £90,000 and assimilate the current Head of Regeneration to this post.
4. Grant delegated authority to the Chief Executive, acting in consultation with the Head of Corporate Personnel and relevant Executive Members, to progress all necessary arrangements to give practical effect to the proposals set out in this report.

FINANCIAL CONSEQUENCES FOR THE REVENUE AND CAPITAL BUDGETS

The cost of these proposals, inclusive of salary related oncosts, is approximately £140,000 per annum and can be met from within existing revenue budget provision. These increased costs will be recovered within twelve months from subsequent rationalisations in the overall management of Adult Services.

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WARDS AFFECTED: All

IMPLICATIONS FOR:

Anti-poverty	Yes
Equal Opportunities	Yes
Environment	No
Employment	Yes

1. BACKGROUND

- 1.1 In light of the current vacancy for Director Adult Social Care, the Chief Executive has taken the opportunity to review options for the future delivery of services to adults in order to ensure that they are most effectively aligned to support the delivery of broader national and local policy agendas.
- 1.2 Personnel Committee approved a revised management structure for the Adult Social Care service at its meeting on 11 February 2009. The revised structure establishes a delivery framework to provide the basis for more customer focused services, with personalisation and customer choice being the key. This will lead to improved products offered by the service in collaboration with our partners in the public, private and voluntary sectors.
- 1.3 An experienced manager has now been appointed to assume responsibility for interim management of the Adult Social Care Service.
- 1.4 In addition, a programme of joint working has recently commenced with NHS Manchester which will support the achievement of key strategic objectives for adults in the city.
- 1.5 The City Council is also committed to implementing strategies to reduce worklessness and promote employability. This particularly impacts across services and support for adults, economic and urban policy, regeneration and employment initiatives.

2. STATUTORY RESPONSIBILITIES

- 2.1 In giving consideration to options for potentially revising managerial responsibilities, the Chief Executive has been mindful of the City Council's statutory responsibilities for management of adult social services functions.
- 2.2 Every local authority has a duty to have a senior post with responsibility for the delivery of local authority adult social services functions. This post must be a local authority employee accountable to the Chief Executive and comparable in terms of seniority with the Director of Children's Services.
- 2.3 Additionally, the post may combine this role with other local authority functions and/or responsibility for partner organisations.

3. ADULT SERVICES

- 3.1 In partnership with other public service agencies, the City Council has established a very clear policy agenda and set of priorities around supporting the wider well-being of adults in the city. These priorities include:
 - An urgent need to create a joint commissioning platform with NHS Manchester in particular. The NHS is committed to this but given the

complexity of the issues within Manchester, it is recommended that we should aim to move towards this on an incremental basis.

- The continuing roll out of the personalisation agenda in line with the strategy endorsed by Members.
- The development of initiatives to support workless people in conjunction with other Council services and external agencies.
- The alignment of core services to Adults with the priorities and programmes of other Adults- based services, particularly the Manchester Adult Education Service (MAES).

- 3.2 In order to fully integrate these activities and maintain the momentum that has been developed, the Chief Executive proposes the adoption of an incremental change process which builds up an integrated Adults portfolio at a pace which is consistent with overall delivery imperatives and organisational capacity.
- 3.3 In organisational terms, it is considered that this would be best realised by the creation of a new strategic portfolio for Adult Services with the primary requirement to maintain progress on the personalisation agenda, but also to develop the joint commissioning platform with NHS Manchester and other partners. This new role would incorporate all of the functions of the existing Director of Adult Social Care and continue to be the Council's Statutory Officer with responsibility for management of adult social services functions.
- 3.4 Once the joint commissioning platform has been established and proven to be operationally effective, consideration will be given to scope for fuller integration of functional responsibilities between the Council and NHS Manchester, including the possibility of a joint appointment of a Head of Service, however, this is unlikely to be before 18 months.
- 3.5 The responsibilities of the existing Director of Adult Social Care would therefore be transferred from the Strategic Director of Neighbourhood Services and the new Strategic Director of Adult Services would report directly to the Chief Executive. At this stage, it is proposed that MAES continues to be organisationally located in the Regeneration Division of the Chief Executive's Department but that a closer alignment is effected with core regeneration activities to ensure a greater focus on worklessness as set out in paragraph 4 below.
- 3.6 In making Adult Services a Strategic Directorate in its own right, the Council will be able to attract applications from a broader range of candidates who have the skills, experience and vision to drive the development of an enhanced portfolio of responsibilities within a corporate setting.
- 3.7 In order to reflect the enhanced remit of the role and to attract candidates of Strategic Director calibre, a salary level of circa £120,000 is proposed for the post. This is commensurate with salaries paid to Directors of Adult Services in

comparable authorities and consistent with salaries for other Strategic Directors in the City Council.

- 3.8 The Committee is also requested to determine the composition of the Appointment Panel to progress all aspects of the recruitment and appointment to the post of Strategic Director, Adult Services.
- 3.9 In order to reinforce the principle of joint working, representatives of NHS Manchester would be actively involved in the recruitment process and the Chief Executive of NHS Manchester would be invited to support the Member Appointment Panel, along with the Chief Executive.

4. REGENERATION

- 4.1 In addition to the proposed creation of a new Strategic Director of Adult Services, the Chief Executive also considers it necessary to strengthen capacity within the Regeneration Division of the Chief Executive's Department to ensure that there is an appropriate focus on addressing issues around worklessness and providing greater opportunities for residents to enjoy economic independence.
- 4.2 The current vacancy for Head of Economic and Urban Policy provides an opportunity to effect a closer integration of work undertaken under the Head of Regeneration and the Economic and Urban Policy Unit. This would:
- Strengthen capacity within Regeneration and Economic Development;
 - Align the Policy function as a key Corporate resource, alongside Regeneration, reflecting the broader agenda required to deliver the Community Strategy;
 - Ensure that we are better able to address the skills and worklessness agenda by widening the range of agencies and partners that are able to contribute.
- 4.3 In order to ensure there is an appropriate level of capacity to drive these key agendas, it is proposed to establish a post of Assistant Chief Executive (Regeneration) at a salary of £90,000 under the line management of the Deputy Chief Executive (Regeneration). This post would hold overall responsibility for Regeneration, Economic Development, Policy and MAES and the salary proposed for this post is consistent with the existing posts of Assistant Chief Executive (Performance) and the Assistant Chief Executive (Neighbourhood Services and Strategy).
- 4.4 Apart from providing the Deputy Chief Executive with a more manageable span of responsibilities, the establishment of this post will strengthen the management framework needed to address the size, scale and diversity of the regeneration and worklessness challenges that confront the city. With the inclusion of management responsibility for MAES, there would be significant

opportunities for this post to work closely with a Strategic Director of Adult Services to develop measures which align the skills development and worklessness agendas so that employment initiatives can be targeted across the city.

- 4.5 The creation of a post of Assistant Chief Executive (Regeneration) will also enhance capacity in support of the Council's role in helping to shape and define sub-regional priorities through AGMA.
- 4.6 The Chief Executive believes the present Head of Regeneration is an outstanding officer, with proven regeneration and management skills. He is completely confident that there is not a strong pool of external candidates with the necessary seniority who are capable of meeting all the challenges of the post. This has been confirmed by the experience over the past few months in advertising senior regeneration posts and therefore it is recommended that the Head of Regeneration, who's current salary is £76,839, is assimilated directly into the new post. This will deliver key priorities and objectives more quickly for an increasingly important part of the Council's responsibilities. If this recommendation is agreed, the resultant vacancy for the Head of Regeneration would be subject to an external recruitment exercise.

5. FURTHER REVIEW OF MANAGEMENT ARRANGEMENTS

- 5.1 It is proposed that these new management arrangements would be subject to review after twelve months operational experience. This would allow the Chief Executive to give consideration as to whether there is a case to effect any future realignment of responsibilities and transfer other service responsibilities into the Adult Services Strategic Directorate.

6. TRADE UNION CONSULTATION

- 6.1 The Chief Executive has discussed the proposals in this report with the Branch Secretaries of Unison, GMB and Unite. The trade unions have indicated they are content with the proposals to provide a greater focus and to enhance capacity around services to adults, particularly in relation to addressing the worklessness agenda.

7. IMPLICATIONS FOR KEY COUNCIL POLICIES

- 7.1 The proposals in this report will considerably strengthen management capacity and increasingly focus resources from the City Council and public service partners in support of the overall well-being and prosperity of adults and therefore support all key Council Policies.