

**MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION**

COMMITTEE: PERSONNEL
DATE: 11 FEBRUARY 2009
SUBJECT: PROPOSED RESTRUCTURE OF ADULT SOCIAL CARE
REPORT OF: DIRECTOR OF ADULT SOCIAL CARE

PURPOSE OF THE REPORT

To set out proposals to establish a new organisational structure for Adult Social Care (ASC). The proposals will put in place a 'delivery framework' which will provide the basis for a more customer focused service, with customer choice being the key, leading to improved products offered by ASC in conjunction with our partners in the public, private and voluntary sectors.

RECOMMENDATIONS

The Committee is recommended:

1. To note and endorse the overall direction for Adult Social Care Services to support improvements in health and social care provision for adults, including the following revisions to the senior management structure for the Adult Social Care department:
 - Disestablish the post of Assistant Director (Adults), and create a new post of Assistant Director (Customer Support), responsible to the Director of Adult Social Care, and assimilate the Assistant Director (Adults) into this new post on a salary of £69,588.
 - Disestablish the post of Assistant Director (Older People), and create a new post of Assistant Director (Strategy & Commissioning), responsible to the Director of Adult Social Care, and assimilate the Assistant Director (Older People) into this new post on a salary of £69,588.
 - Establish a new post of Assistant Director (Business Units) at a salary of £69,588, responsible to the Director of Adult Social Care, and advertise this post externally.

- Establish a new post of Head of Adult Social Care Development, responsible to the Director of Adult Social Care at Grade 10 + 20%, (£46,128 – £49,269), and advertise this post externally.
 - Establish two new posts of Head of Commissioning and Head of Market Management reporting to the Assistant Director (Strategy and Commissioning) at Grade 10+ 20% (£46,128 – £49,269), and advertise these posts externally.
 - Establish a new post of Head of Supplier Management responsible to the Assistant Director (Strategy and Commissioning) at a proposed salary of Grade 10+ 20% (£46,128 – £49,269).
 - Disestablish the posts of Commissioning Manager (Prevention & Performance), and Principal Manager (Contracts Unit), and ringfence the two postholders to the proposed new post of Head of Supplier Management.
 - Establish a new post of Head of Safeguarding responsible to the Assistant Director (Strategy and Commissioning) at Grade 10+ 20% (£46,128 – £49,269), and advertise this post externally.
 - Establish a new post of Head of Customer Access at Grade 10+ 10%, (£42,294 – £45,180), responsible to the Assistant Director (Customer Support) and advertise this post externally.
 - Redesignate and regrade the post of Head of Provider Services (Grade 10 - £39,345 - £41,083) to Head of Reablement and Intermediate Care, Grade 10 + 10%, (£42,294 – £45,180), responsible to the Assistant Director (Customer Support), and assimilate the existing postholder of Head of Provider Services.
2. Grant delegated authority to the Director of Adult Social Care, acting in consultation with the Head of Corporate Personnel and the Executive Member for Adult Services to develop and implement further amendments to this structure, including the disestablishment of existing posts and establishment of new posts at Grade 10 and below where appropriate to support the proposals set out in this report.
 3. Grant delegated authority to the Director of Adult Social Care in consultation with the Head of Corporate Personnel to develop detailed job descriptions for all posts and progress arrangements to appoint to these posts in line with established Council policies.
 4. Note that a further report will be submitted to this Committee setting out proposals for the restructure of Business Units and on co-locating health and social care staff following a review of structural integration.

FINANCIAL IMPLICATIONS FOR THE REVENUE AND CAPITAL BUDGETS

The costs of the revised structure can be contained within existing revenue budget provision; however a number of the posts within the structure will still be subject to job evaluation. It is not anticipated that the risk from job evaluation to the revenue budget will be any greater for the proposed structure than it is with the existing structure.

Additional costs may be incurred in relation to the revised accommodation requirement arising from the proposed structure. Having co-located multi disciplinary teams for all adults in each District will need different office accommodation. Some of the existing bases do not have a long term future and it is not all of suitable size. An estates strategy for Adult Social Care will be developed with leadership from Adult Social Care, Manchester City Council Valuation and Property, regeneration and NHS Manchester to optimise use of available accommodation to meet new requirements. This issue has been addressed within the Adult Social Care Business Plan, and it is expected that savings will however be made from the introduction of mobile working in terms of both increased productivity and reduced travel costs. Efficiencies will also be targeted through the co-location of staff with those in partner organizations.

Over the last two years Adult Social Care has been able to build temporary capacity and expertise through interim arrangements and secondments at DMT level. This capacity has been funded outside the staffing budget and it is proposed to permanently vire this to the staffing budget to fund new posts in the proposed structure. This will provide increased value for money for the Department and reduce reliance on external support. Overall, the new structure is flatter and there are fewer higher graded posts (Grade 8-10) in the new structure than the current one, and more middle management posts (Grade 5-8). Front line posts are unaffected .

The new organisational structure is linked to the three year business plan and essential to the achievement of the financial strategy and efficiency savings targeted in this period. These include:

- £2m of savings from within the Business Units over the next three years. A strategic approach to the management of these services across client groups is essential to achieving the level of savings targeted.
- £4.5m of Commissioning savings over the next three years, including significant targets in relation to one of the key targets within the business plan, preventative savings.
- £5.5m of savings from within the Customer Support function. There is significant emphasis within the Business Plan on the progress the Department has made in delivering Individual Budgets.

There are also agreed value for money studies within each of these key areas of Adult Social Care contributing towards the Use of Resources work across the Council.

CONTACT OFFICERS

Caroline Marsh
Director of Adult Social Care

0161 234 3804
Caroline.Marsh@manchester.gov.uk

Jon Redfern,
Head of Corporate Personnel

0161 234 1800
j.redfern@manchester.gov.uk

BACKGROUND DOCUMENTS

- Adult Social Care – Blueprint, “Give me a Life, not a Service” Caroline Marsh, October 2007
- Realignment of Strategic Directorate Portfolios report to Personnel Committee dated 10 July 2008

WARDS AFFECTED: All

IMPLICATIONS FOR:

Anti poverty	Equal Opportunities	Environment	Employment
Yes	No	No	No

1. INTRODUCTION

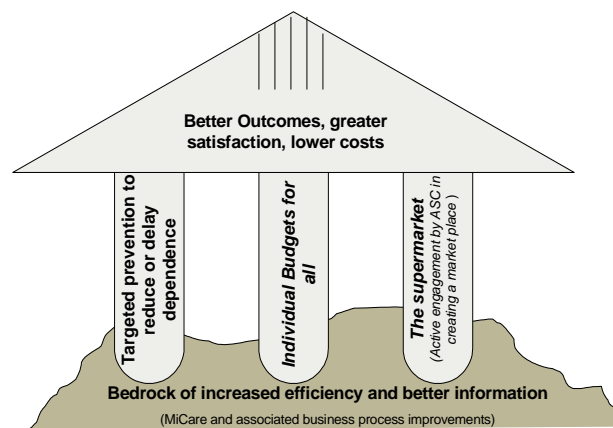
- 1.1 Adult Social Care has spent the last few years developing and designing new ways of improving quality of life for Adults in Manchester. A Blueprint has been written describing a future care and support system in Manchester. This anticipated and is aligned with the government agenda for Adult Social Care which is most clearly articulated in the Putting People First cross government concordat issued in December 2007.
- 1.2 The Adult Social Care Business Plan agreed last year explored in detail the changes required to deliver this new vision and the benefits which would be achieved in the three year Business Plan from 2009/ 10 crystallises future priorities in the context of significant achievement over the last year.
- 1.3 Adults Social Care is now at the point where the organisational structure needs to change to deliver the functions described in the Blueprint/Business plan so Adult Social Care can move from design and pilot stages to mainstreaming and achieving full benefits. The rest of this report sets out how structure proposals are aligned with the Business Plan, how the structure will build on Adult Social Care strengths and address areas for development, and the additional benefits of the proposed new structure.

2. CONTEXT

- 2.1 The Director of Adult Social Care is a member of the Council's Strategic Management Team and as such ensures that Adult Social Care plays a full part in contributing to the delivery of Manchester's Community Strategy and Local Area Agreement. The Departmental Business Plan clearly reflects how the Adult Social Care Department supports this.
- 2.2 Adult Social Care is also part of the Neighbourhood Services Directorate and the future structure will enhance the contribution to developing and delivering the Neighbourhood Strategy by encouraging more active citizenship of residents, and enabling district based working which both takes account of local needs and optimises capacity within the community from other council services, partner agencies and the voluntary sector.
- 2.3 Adult Social Care can only achieve its objectives by working with partners outside the council as well as internally. This includes NHS Manchester, other agencies represented on the Public Service Board, and agencies supporting strategic regeneration framework delivery. The proposed structure will allow greater alignment with NHS Manchester in particular

and will be important in achieving more seamless service delivery at all levels.

- 2.4 The Adult Social Care three year Business Plan from 2009/ 10 states that Adult Social Care, through mainstream service delivery and the programme for change (Care for the future: A life not a service) seeks to deliver the vision of better outcomes, greater satisfaction and lower costs through three main pillars and building upon a bedrock of increased efficiency and better information.



A large element of the Individual Budgets (IB's) for all has been successfully delivered in 2008/09, however there is still a way to go to continue its development. The other two pillars namely targeted prevention to reduce or delay dependence and the supermarket (active engagement by ASC in creating a market place) have started successful delivery through the re-ablement project and the home care commissioning project. However, this is only the start in these two areas and these early successes will allow work to continue. The bedrock of increased efficiency and better information are an essential element of the business and will be supported by the successful implementation of MiCare in 2008/09.

Our strategic aims, shared with our NHS partners, are:

- To widen our “offer” to a broader range of people;
- To shift our investment – from high-cost services for relatively few people to better value for money services for more people in the community;
- To ensure that people can benefit from a wider range of modern, flexible services
- A high quality, integrated infrastructure and organisational capability that supports the delivery of the vision

Objectives for 2009/2010.

Within our overall strategic aims we have set a number of specific objectives to achieve with our partners over the coming year. These all come under the wider Personalisation agenda

- **Targeted prevention to reduce delay or dependence**
 - To focus on the access to preventative services including: widening the offer to more customers, integrated reablement services, Assistive technology, falls prevention etc.
 - Services for Carers
 - Mental health services following the Boyington Report
 - **Individual Budgets for all**
 - Safeguarding – ensuring robust and effective safeguarding procedures are in place for all customers
 - **The Supermarket (Active engagement by ASC in creating a market place)**
 - Developing in-house services to become commercial business units and market shapers and widen the offer available
 - Widening the Housing offer to include shared ownership, Extra Care Housing
 - Shop for Support electronic purchasing system
- 2.5 The next three years will build on the foundations laid over the last twelve months. This has been supported by the Manchester Improvement Programme bringing additional skills and capacity to the Department. Adult Social Care has to deliver on key projects such as reablement and Individual Budgets, and provided leadership to develop the understanding of the key functions required for the future successful operation of the Department i.e.
- Strategic Commissioning, including Joint Commissioning with NHS Manchester
 - Customer support including enhanced District Focus
 - Business Units – enabling in house services to be more customer focused and achieve better value for money
 - Adult Social Care Development, supporting DMT to manage change, enhance workforce development and business planning.
- 2.6 From early 2009, Adult Social Care will manage Supporting People and Homelessness Services (as agreed in the Realignment of Strategic Directorate Portfolios report to Personnel Committee dated 10 July 2008). This will compliment the holistic approach to supporting residents in Manchester. These services will be integrated into the new structure.

2.7 In the last year MCC Adult Social Care has become a national leader re implementing Putting People First principles. In order to retain leadership and mainstream projects to benefit a wider range of people, it is timely to introduce a new structure. This will bring about:

- A whole system approach to meet the needs of a wider group of customers
- More efficiencies to deliver a balanced budget
- A confident and competent workforce focused on improving outcomes

3 CURRENT ADULT SOCIAL CARE STRENGTHS AND AREAS FOR DEVELOPMENT

3.1 Adult Social Care is assessed on an annual basis by the Commission for Social care Inspection (CSCI). Over the last few years Adult Social Care has been rated as having good services with promising capacity to improve. Within the detailed feedback from 2007/ 08 Annual Performance Assessment letter, received November 2008, the following strengths and areas for development can be summarised.

Strengths

- Addressing personalisation with Individual Budgets
- Introducing preventative services
- Information to the public
- Carer support
- High levels of corporate and political support

Areas for Development

- Safeguarding Adults (rated adequate in CSCI inspection 2008)
- Joint commissioning for all groups with NHS Manchester
- Integrated working of front line staff with NHS Manchester
- Mental Health services, working with NHS Manchester and the Manchester Mental Health and Social Care Trust

4 ORGANISATIONAL STRUCTURE

4.1 In order to deliver the objectives of the Business Plan it will be necessary to make a number of changes to the current management structure, and to the overall department structure. The current senior management organisational structure is shown at Appendix 1.

4.2 The current line management structure is focused on provision of services according to age rather than generic or district needs. This is no longer appropriate as it was designed primarily to only meet needs of the most vulnerable people who meet the council's Fair Access to Care Services

criteria, i.e. with critical and substantial need. It is also inefficient, has insufficient district focus and does not provide a compatible interface with NHS Manchester. The proposed delivery framework will provide the basis for organisational arrangements that will focus on the delivery of a new way of serving a wider range of people across Manchester to achieve better outcomes. The proposed structure includes some new roles within a very different management structure. It is important to ensure that Manchester Adult Social Care secures the best people to fulfil these roles, making good use of existing skills and talent, and attracting external expertise where appropriate.

- 4.3 It is proposed that Adult Social Care be reorganised into four core functional areas, which will form the basis of the 'delivery framework'. This proposed structure is shown at Appendix 2 with the core functions being:
- i. Strategy and Commissioning;
 - ii. Customer Support;
 - iii. Business Units; and
 - iv. Adult Social Care Development
- 4.4 To achieve better outcomes for Manchester residents, Adult Social Care must develop capacity in all four of these areas and establish effective links between them. All these functions must be strongly informed by the choices and the requirements of the customer.

5 THE BENEFITS OF THE PROPOSED STRUCTURE

- 5.1 There will be significant benefits arising from implementation of the proposed structure:
- 5.1.1 Bringing the in-house services into one Division with dedicated management who will enable efficiencies agreed in the business plan to be achieved through economies of scale, improved and consistent processes as well as improving the customer offer and being able to operate as traded services.
 - 5.1.2 Improved customer support for a wider range of people, including those who need preventative services and those who are self funding. Better access to services and advice will be delivered by the Customer Support Division. This is in line with the strategic shift to broaden our offer, and the focus on keeping people healthy and independent which is required to deliver the business plan priorities.
 - 5.1.3 District based working will be enhanced with the proposed delivery structure of both Customer Support and Commissioning Divisions. This will allow better connection and integration with Children's

Services, Neighbourhood Services, NHS, and voluntary sector agencies.

- 5.2 The key areas for improvement for Adult Social Care will be addressed through more effective, dedicated capacity and leadership around safeguarding adults, mental health commissioning, and commissioning high quality care services, jointly with NHS Manchester where appropriate.
- 5.3 The proposed structure will enable effective and consistent mainstreaming of successful pilots such as Individual budgets, carer support, reablement, preventative service development etc as current arrangements are not sustainable, and do not make best use of management capacity.
- 5.4 The proposed structure provides clear roles for the workforce, which on the basis of evidence from our pilot work, will increase job satisfaction and create clear career pathways for all staff.
- 5.5 The proposed structure enables the department to absorb other services and achieve positive synergies by aligning functions rather than having disparate services managed in parallel.

In particular, implementation of the mental health improvement plan will have a more secure delivery base, with increased commissioning capacity and a strong partnership agreement with the Care Trust with clear accountability for service integration.

6 STRATEGY AND COMMISSIONING DIVISION

- 6.1 The proposed Strategy and Commissioning Division will consolidate the currently diverse, and dispersed commissioning functions and deliver more innovative, value for money initiatives. The Division will work closely with Corporate Procurement to secure services which meet customers needs. The proposed Strategy and Commissioning Divisional management structure is shown at Appendix 3.
- 6.2 It is proposed that the Assistant Director (Older People) is disestablished, and a new post of **Assistant Director (Strategy and Commissioning)** created at a salary of £69,588. It is proposed to assimilate the Assistant Director (Older People) into the new post. This new post will have four direct reports as follows:
- 6.3 **Head of Commissioning: - proposed Grade 10 + 20% (£46,128 - £49,269)**
 - 6.3.1 This post will lead on the development of a commissioning strategy for all adults who need care and support. It will be underpinned by specialist and District based commissioning

strategies.

6.3.2 There will be a focus on commissioning support for a wider population to include those who would benefit from well-being, preventative and early intervention services.

6.3.3 Also fundamental to this role will be the ability to commission services in an innovative way to reflect the services on which people who need long term support want to spend their Individual Budgets (IBs).

6.4 Head of Market Management: - proposed Grade 10 + 20% (£46,128 - £49,269)

6.4.1 The Head of Market Management will develop and work to a performance management framework which is outcome focused, and addresses quality of life for the whole population. They will ensure that accurate performance information is collected and reported in a timely manner in line with regulatory requirements. They will analyse the impact of outcome choices as improving outcomes, and evaluate market data to justify commissioning and decommissioning decisions

6.5 Head of Supplier Management: proposed Grade 10 + 20% (£46,128 - £49,269)

6.5.1 Fundamental to this role is the need to ensure that providers adhere to their contracts and deliver high quality services. The Head of Supplier Management will work with all suppliers of services to develop capacity to support future services that meet the different needs of Manchester residents.

6.5.2 This post will build a stable core of efficient and effective providers in the City and the market place.

6.6 Head of Safeguarding – proposed Grade 10 + 20% (£46,128 - £49,269)

6.6.1 This post will have responsibility for providing guidance and strategy around best safeguarding practice across wider council partner agencies, the voluntary and independent sector. The requirement to work more on an inter agency basis, e.g. with the NHS, the police, and the voluntary sector, drives the need for a strategically focused role. Key is the principle that Manchester City Council is responsible for safeguarding all residents regardless of whether or not they are receiving services. The post holder will also be the Adult Social Care representative on the Manchester Children's Safeguarding Board.

7 CUSTOMER SUPPORT

7.1 The proposed Customer Support Division will ensure Adult Social Care responds effectively to all those who request support in any form including information or advice, prevention and early intervention assessment, and assistance with making long term support arrangements. The service will develop a more personalised response to customers and the aim is to offer an easier customer journey to provide effective and responsive support. To fully operate and integrate in the community, and create multi-disciplinary teams, it is proposed that Customer Support will be structured in six Divisions, creating twelve locality teams, coterminous with children's services and NHS Manchester. The proposed structure is shown at Appendix 4.

7.2 It is proposed that the Assistant Director (Adults) is disestablished, and a new post of **Assistant Director (Customer Support)** created at a salary of £69,588. It is proposed to assimilate the Assistant Director (Adults) into the new post. This new post will have four direct reports as follows:

7.3 Head of Assessment (no change – £56,799)

7.3.1 The current post will remain, although the remit will change to cover locality-based teams incorporating both older people and adults of working age. The post holder will maintain and strengthen their important links with Children and Families services. The Customer Support Division will continue to offer professional social work support to those who have complex needs or are immediately at risk of neglect, abuse or harm, and where this is necessary to fulfil the Authority's statutory responsibilities, this includes conducting safeguarding investigations.

7.4 Head of Reablement and Intermediate Care – proposed Grade 10 + 10% (£42,294 - £45,180)

7.4.1 The Head of Reablement will work alongside NHS Manchester to develop a range of integrated intermediate care services to improve outcomes through a joined up service offering a more holistic approach to our customers. These services are a crucial part of the assessment process which offer customers a short term service to help individuals regain their independence in the community.

Although the Reablement teams will work collaboratively in the integrated District and Locality structure, they will require a dedicated management structure suited to the out of hours operation of the service. This is especially important for out of hours

emergency or short notice case where an interface with external agencies such as the police, or where possible PR issues might need to be addressed. They will also support lone workers across Manchester who work outside normal office hours.

7.5 Head of Learning Disability – funded by the NHS

7.5.1 The post will oversee and manage the customer support to adults with learning disabilities in Manchester, including assessment and intervention from health and social care. This will include meeting the requirements of national targets and standards within the White Paper “Valuing People Now”. This will ensure effective continuity of the success of the integrated Learning Disability Partnership, and facilitate development of a similar model for other customer groups over time.

7.6 Head of Customer Access – proposed Grade 10 + 10% (£42,294 - £45,180)

7.6.1 The lead will be responsible for bringing together existing advice and information services, short term preventative services and the contact centre out of hours emergency services to create a dynamic, ground breaking “First Stop Shop” for new customers. They will also develop the web based Mymanchester Services Directory to facilitate online purchase of support from individual budgets.

8 BUSINESS UNITS

8.1 The core purpose of the proposed Business Units Division will be to develop in-house services to offer an increasingly flexible and personalised response to customers, which demonstrate excellent value for money.

8.2 It is proposed that the Division will manage all directly provided services most of which will in future be purchased directly by customers, through services some services, including preventative services will continue to be free to customers.

8.3 To operate as an effective business in future, the Division will undertake a radical review, developing new activities and acquiring and developing new expertise. This will include the capacity to make business forecasts and attract new customers by using new information channels and developing new marketing skills. It is intended to review the structure of the Business Units Division following this review. The immediate structure is shown at Appendix 5.

8.4 It is proposed to create a new post of Assistant Director (Business Units) at

a salary of £69,588 to manage the new Division. This post will be advertised externally.

9 ADULT SOCIAL CARE DEVELOPMENT

9.1 It is proposed that the Division will fulfil responsibilities in relation to:

- Programme Management; developing internal capacity to reduce reliance on external consultancy
- Customer relations, complaints/ compliments and enquiry responses;
- Stakeholder management;
- Customer Consultation;
- Communication, including relations with the press office
- Workforce development and planning, including the independent sector workforce
- Business planning across the whole department
- Business continuity and emergency planning

This will also ensure that ASC has sufficient capacity to specify requirements of corporate services to support ASC both directly, and within Neighbourhood Services.

The proposed structure for the Development Division is shown at Appendix 6.

9.2 It is proposed to create a new post of Head of Adult Social Care Development at Grade 10 + 20% (£46,128 - £49,269) reporting directly to the Director of Adult Social Care.

10 SUMMARY

10.1 This report seeks approval to proceed to implement the senior management structure necessary to drive forward the radical changes to Adult Social Care Service development and provision, and to enable the development of the supporting organisational structure and processes to enable the Service changes to be delivered.

10.2 Without these changes, Adult Social Care will not be able to deliver the 'Vision' of a future service for adults across Manchester that provides a successful customer facing service that delivers a high level of customer satisfaction.

10.3 Appendix 7 of this report summarises the intended process for filling the proposed new posts.

11 COMMENTS OF HEAD OF CORPORATE PERSONNEL

- 11.1 I have worked closely with the Director of Adult Social Care in developing these proposals. I agree that the proposed structure will support and strengthen the strategic capacity of the service and create an Adult Social Care service that delivers improved outcomes for adults in Manchester, offering greater choice of the services they receive.
- 11.2 The posts and salaries being proposed in this report reflect the skills and knowledge needed to increase capacity in key service areas. The move to District working underpins improvement in outcomes for adults across the city and places focus and accountable resources at the heart of the community.
- 11.3 I will work with the Director of Adult Social Care to develop appropriate job descriptions for the new roles and will ensure support for the overall recruitment and selection process for the proposed new posts.

12 COMMENTS OF TRADE UNIONS

- 12.1 These comments are jointly submitted on behalf of UNISON, GMB and UNITE.
- 12.2 We note and welcome that whilst not explicitly referred to in the report the Director of Adult Social Care has confirmed to the Trade Unions during the consultation process that the proposals outlined in this report and the detailed work that will be developed from it do not impact upon the number of jobs within the Directorate.
- 12.3 We note that there is an urgent need to proceed with a new structure for Adult Social Care to ensure ongoing delivery of quality services for vulnerable residents of Manchester. We agree that delegated authority should be granted to the Director of Adult Social Care in consultation with the Head of Personnel to progress the detailed implementation of the restructure in line with established Council policies.
- 12.4 We have received assurances that despite the urgency to implement the restructure and the significant change within the Department that will follow, there will be a thorough consultation process. We are satisfied with these assurances but reserve the right to raise any issues through the appropriate channels should the consultation process prove to be inadequate.
- 12.5 We note that the report makes reference to £12 million in efficiency savings. The Trade Unions do not believe there is enough specific

information in the report about how these efficiencies will be achieved. We note however that these savings targets are not new and are part of the current Adult Social Care Business Plan and are to be achieved over a three-year period. In addition we have received assurances that these savings are intended to be as a result of more effective methods of working and improved targeting of appropriate services to residents. We would be concerned should these savings be achieved as a result of a reduction in services delivered to vulnerable service users or as a result of attempts to cut jobs or increase workloads of staff.

- 12.6 We note that some efficiencies are planned as a result of the introduction of mobile working. We have received assurances that any pilot would be on a voluntary basis and that Health and Safety implications will be closely monitored in consultation with the trade unions.
- 12.7 The report makes reference to an overall flatter structure for the department and describes a reduction in posts at Grade 8 to 10, with an increase of posts at Grade 5 to 8. This is of concern to the Trade Unions as without yet being at the stage of being party to these details it would appear that it is these potential savings that are funding a significant increase in posts at senior management level, with the creation of two new posts at special grades and four additional posts at Grade 10+.
- 12.8 We would like to assure Personnel Committee that we look forward to working with the Director of Adult Social Care to ensure a satisfactory conclusion to this process.

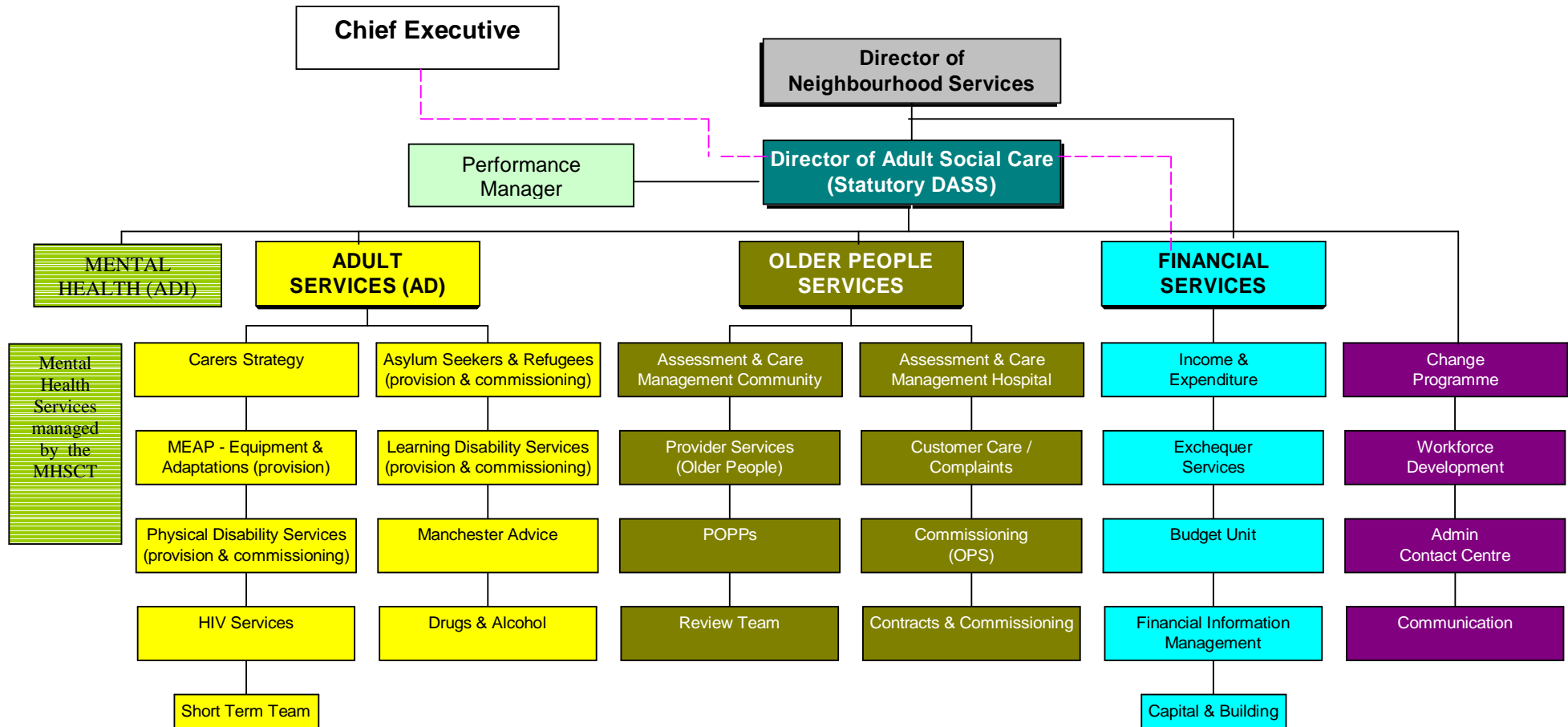
13 IMPLICATIONS FOR KEY COUNCIL POLICIES

- 13.1 The proposals in this report will improve the provision of support and care to residents in deprived communities of Manchester and support the Council's policies and commitment to addressing issues of poverty and deprivation within the City.

ATTACHED AS APPENDICES

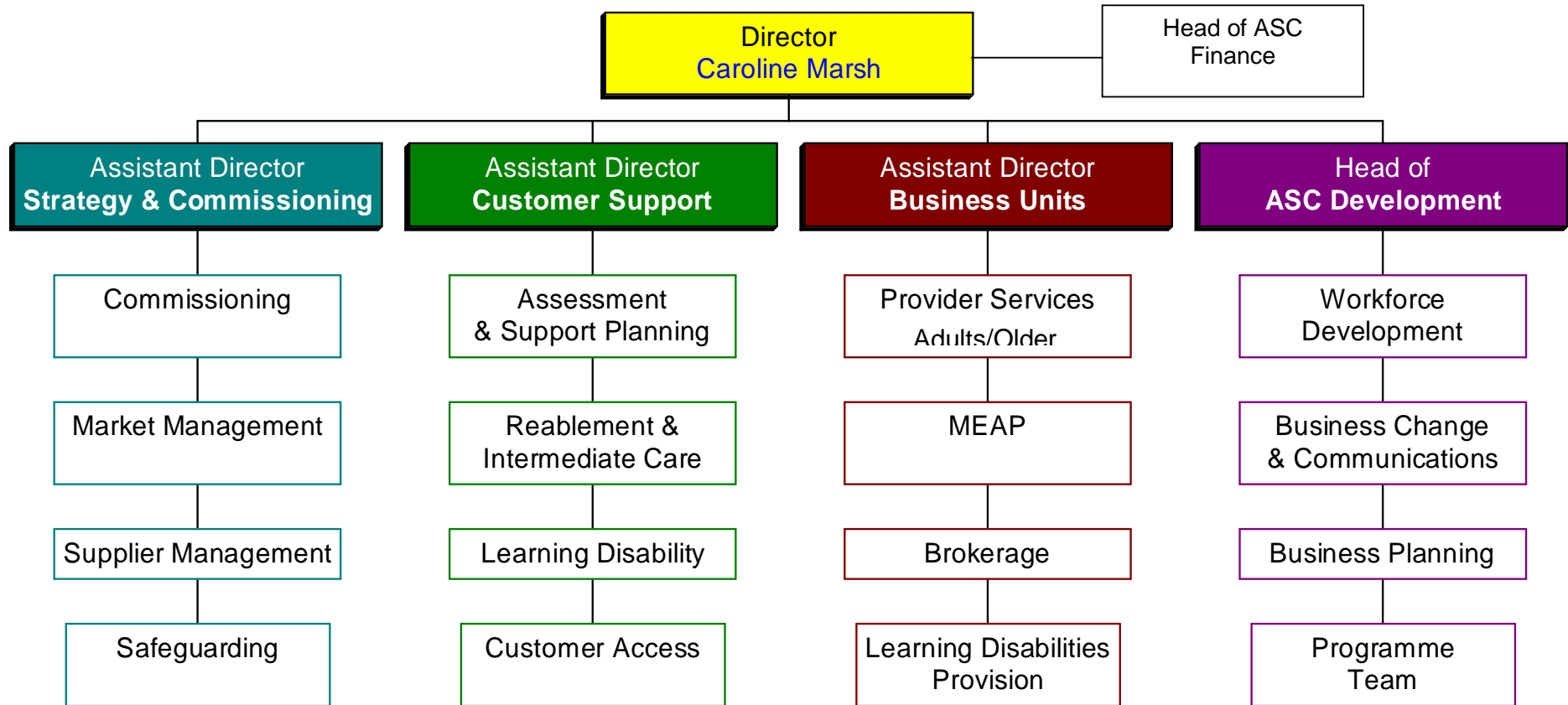
1. Current Structure, Adult Social Care;
2. Proposed Structure, Adult Social Care;
3. Strategy and Commissioning Division functions;
4. Customer Support functions;
5. Business Units Division;
6. Business Development functions;
7. Proposed method of recruiting to posts above Grade 10.

CURRENT STRUCTURE: ASC



APPENDIX 2

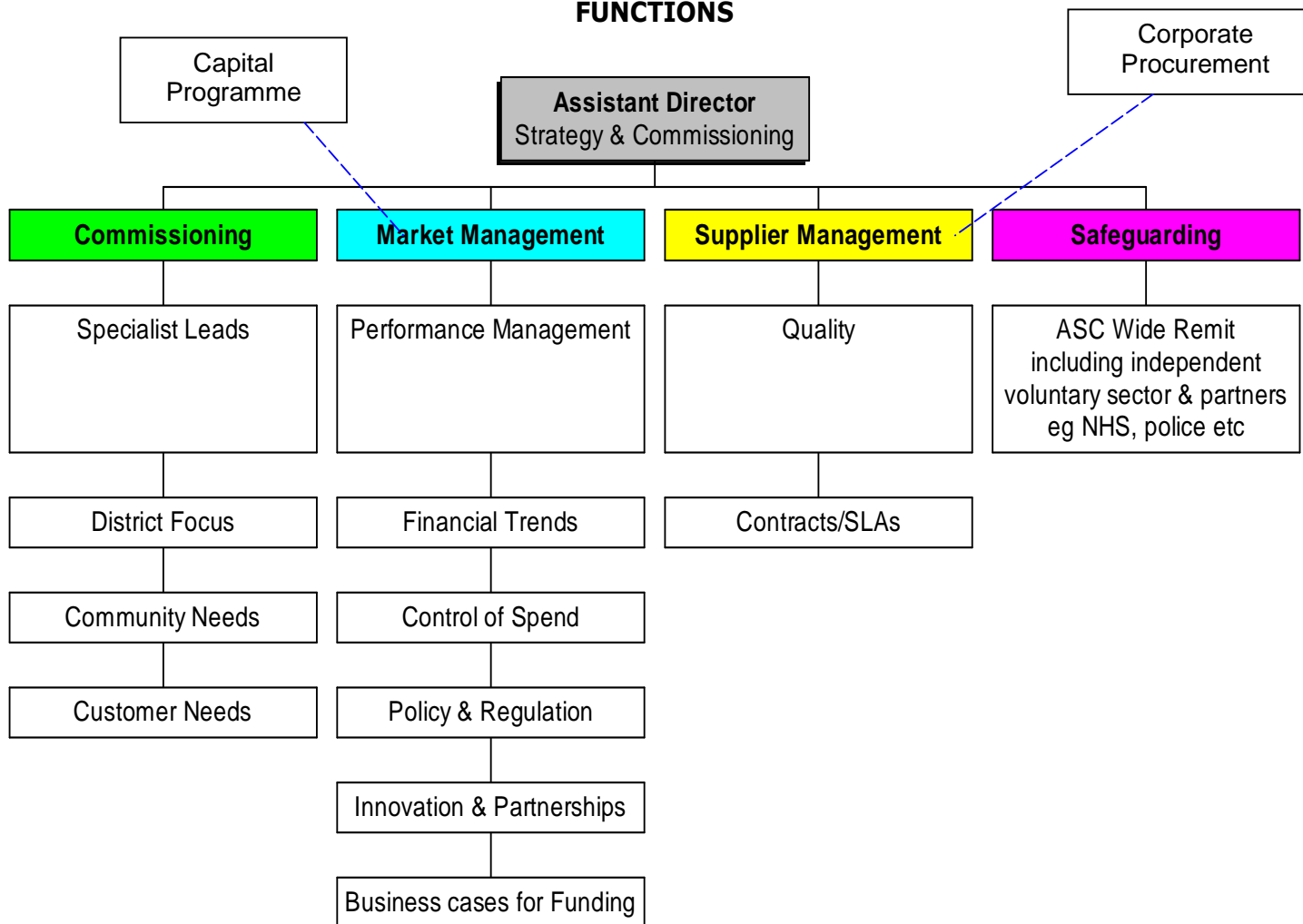
Proposed Adult Social Care Structure



The Core Functions of ASC - Proposed

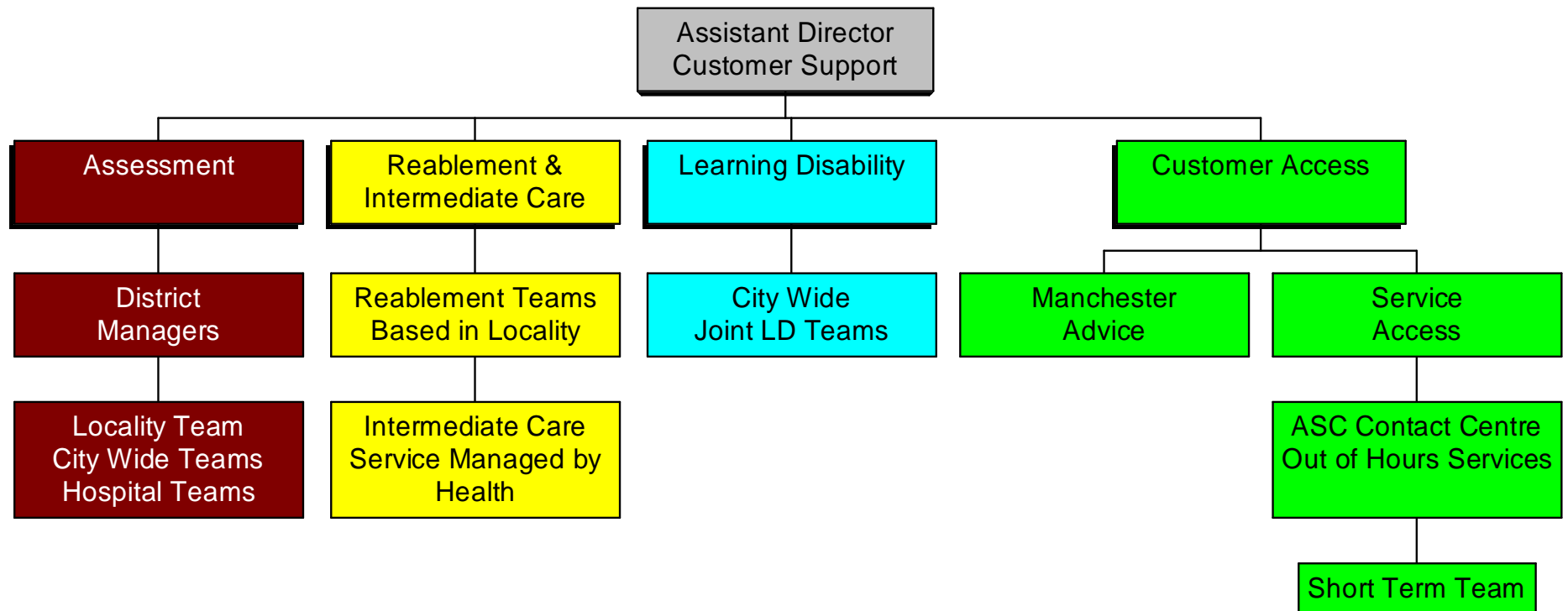
STRATEGY & COMMISSIONING DIVISION

FUNCTIONS

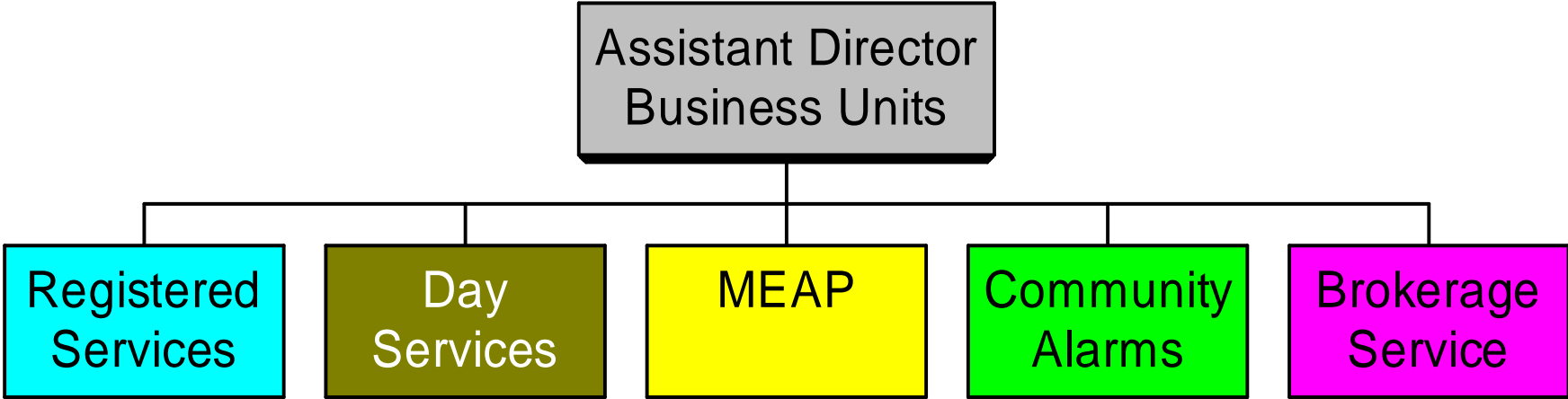


APPENDIX 4

CUSTOMER SUPPORT

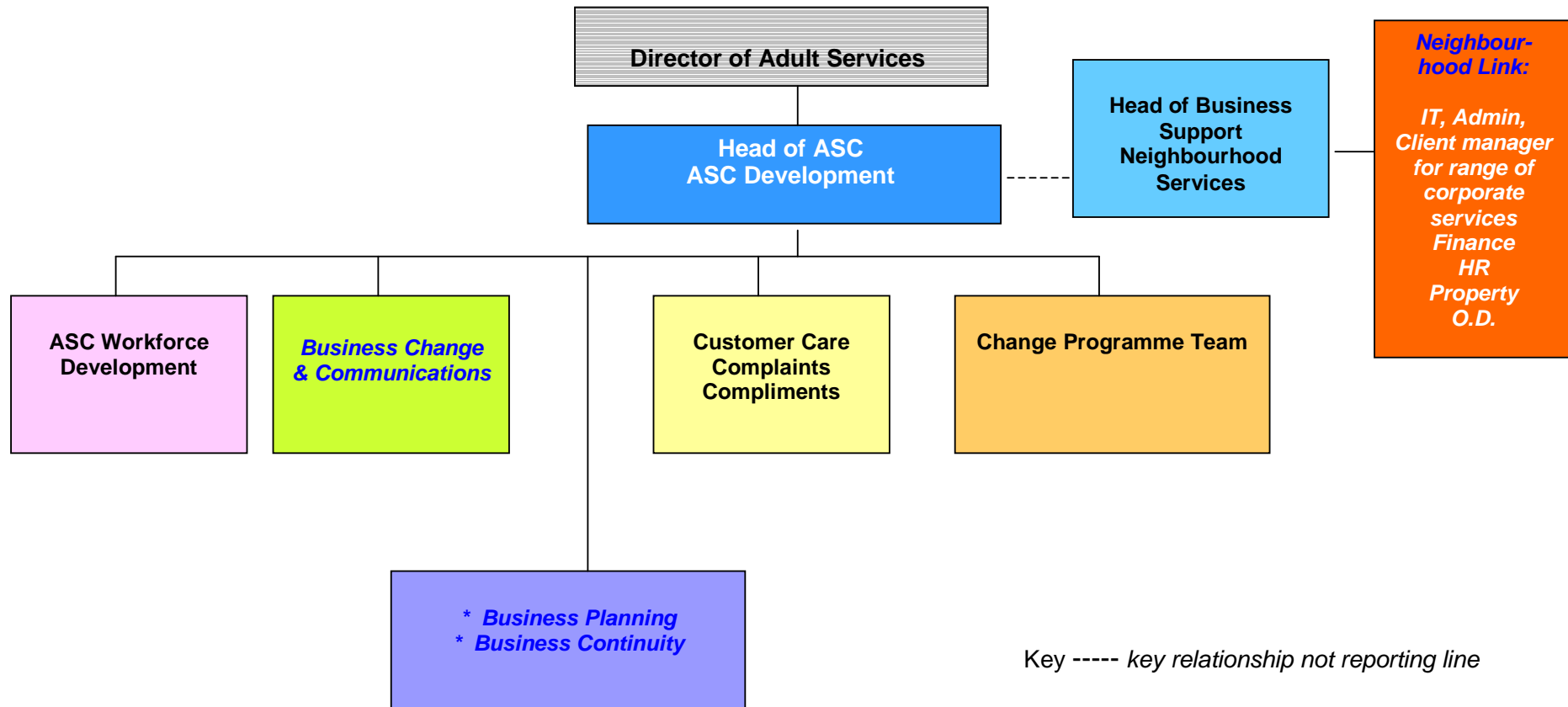


BUSINESS UNITS DIVISION



Appendix 6

BUSINESS DEVELOPMENT



PROPOSED METHOD OF RECRUITING TO POSTS ABOVE GRADE 10

APPENDIX 7

Post Title	Grade	FTE	RECRUITMENT PROPOSALS
STRATEGY & COMMISSIONING DIVISION			
Head of Commissioning	10 + 20%	1	This post will be advertised externally. After shortlisting, candidates will attend an assessment centre and interviews.
Head of Market Management	10 + 20%	1	This post will be advertised externally. After shortlisting, candidates will attend an assessment centre and interviews.
Head of Supplier Management	10 + 20%	1	Disestablish two Principal Manager posts. Ringfence the two employees for interview and assessment.
Head of Safeguarding	10 + 20%	1	This post will be advertised externally. After shortlisting, candidates will attend an assessment centre and interviews.
CUSTOMER SUPPORT DIVISION			
Head of Customer Access	10 + 10%	1	This post will be advertised externally. After shortlisting, candidates will attend an assessment centre and interviews.
Head of Reablement and Intermediate Care	10 + 10%	1	Redefine the role of Principal Manager (Provider Services) post to include new responsibilities, and redesignate to Head of Reablement and Intermediate Care. Assimilate current Principal Manager - Provider Services.
BUSINESS UNITS DIVISION			
Assistant Director - Business Units	SSDTIER1	1	This post will be advertised externally. After shortlisting, candidates will attend an assessment centre and interviews.
ASC DEVELOPMENT DIVISION			
Head of ASC Development	10 + 20%	1	This post will be advertised externally. After shortlisting, candidates will attend an assessment centre and interviews.

Manchester City Council
Personnel Committee

Item No 5
11 February 2009