
REPORT OF STRATEGIC DIRECTOR PEOPLE

TO WORKFORCE PANEL

ON

26TH JANUARY 2021

TITLE: Integrated Commissioning Leadership Arrangements

RECOMMENDATIONS:

Workforce Panel are asked to agree the following proposals to strengthen the integrated commissioning function:

- a) To increase the current arrangement of 1 FTE Assistant Director (AD) role for Integrated Commissioning to 1.5 FTE. The proposal is to amend the split role of 0.5 AD and 0.5 Head of Service (leading on Adult Social Care Commissioning) into a full time AD for Integrated Commissioning whilst retaining the 0.5 FTE AD (already in place for specialist mental health);
 - b) To approve the establishment of the amended post of full time AD at a salary of £72,833 - £80,117;
 - c) To assimilate the current postholder of the split AD and Head of Service role into the amended role without the requirement of convening an appointment panel.
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EXECUTIVE SUMMARY:

In 2019, a flexible working request from the Assistant Director, Integrated Commissioning created a 0.5 FTE leadership vacancy. Following a thorough recruitment and selection process, an appointment was made to this vacancy in December 2019. The successful applicant was an internal candidate who held a Head of Service position within the team. On appointment this resulted in the applicant continuing 0.5FTE as a Head of Service and 0.5FTE as Assistant Director for Integrated Commissioning focusing on adult social care.

This report requests an increase to the 0.5FTE AD role to full time for Integrated Commissioning leading on adult social care. The existing role of 0.5FTE AD Integrated Commissioning would be unchanged focusing on mental health.

As integrated working has continued to develop, the scale of complexity and responsibility for the AD Integrated Commissioning has increased. The role provides assurance and reassurance for the fulfilment of the totality of the council's statutory functions for Adult Social Care. This includes increased responsibility for oversight of the £60m plus market management work and management of strategic commissioning to prepare Salford for the future, in addition to making most effective use of existing provision. The mental health work of the joint role has become broader with the development of the community-based Living Well programme which will now be rolled out across Salford.

This proposal is achievable within the current staffing financial envelope and will extend the existing capacity and leadership in the team to meet demand and ensure the statutory duties of SCC and the CCG are met and that the performance and quality of service provision meets the needs of Salford's vulnerable adult population.

BACKGROUND DOCUMENTS:

KEY DECISION: YES / **NO**

DETAILS:

1) Background

In 2019, a flexible working request from the Assistant Director, Integrated Commissioning created a 0.5 FTE leadership vacancy. Following a thorough recruitment and selection process, an appointment was made to this vacancy in December 2019. The successful applicant was an internal candidate who already held a Head of Service position within the team. On appointment this resulted in the applicant continuing 0.5FTE as a Head of Service and 0.5FTE as Assistant Director for Integrated Commissioning focusing on adult social care.

This created a 0.5FTE Head of Service vacancy within the team. This vacancy was not filled but a temporary arrangement was agreed in that the existing AD would increase to 0.8FTE until a permanent solution was reached to ensure staffing capacity was maintained.

The Integrated Commissioning Team is a small team that oversees the commissioning of all of Salford's adult social care and mental health provision, comprising joint posts across the CCG and SCC. Maintaining capacity in this team is vital to have a robust commissioning process in place, to ensure the statutory duties of SCC and the CCG are met and that the performance and quality of service provision meets the needs of Salford's vulnerable adult population.

The responsibilities of the AD role have expanded as the integrated work has developed, including greater alignment with the work of Salford Care Organisation and a greater role in the financial management of the integrated fund relating to Adult Social Care statutory duties. The scale and complexity of the Adult Social Care arrangements have grown and as part of the Strategic Commissioning role around market shaping for the future, the AD role has extended work with the Council's Place Directorate in respect of supported housing, place planning and development of new services such as the Intermediate Care Unit and new Extra Care and supporting living accommodation. Negotiations in respect of financial arrangements for the delivery of the Adult Social Care market have required the active support of the AD in order to achieve successful outcomes and the development of the revised integrated neighbourhood approach is crucial for the future of Adult Social Care. In addition, Salford plays an important role in Greater Manchester Mental Health commissioning and is also the GM lead for Suicide Prevention. This gives Salford considerable influence in this important area and has also led to some investment and innovation opportunities.

2) Links with Salford Royal Foundation Trust

Salford Royal Foundation Trust have reviewed the previous AD role for Market Management which was established at the point of transition to the Integrated Care Organisation and is now undertaking a recruitment exercise for the revised role vacated in 2019. This new role will be the Head of Market Management and will have a crucial role in supporting and developing a robust and resilient Adult Social Care market in Salford. To enhance the joint working between commissioners and providers in respect of the Adult Social Care market, this role in addition to reporting to the Director of Adult Social Care Assessment in the Salford Care Organisation, will also report to the AD Integrated Commissioning to inform SCC's statutory duties under the Care Act regarding the shaping of the care market and ensure SCC retains sufficient oversight and assurance. This is an additional responsibility for the AD Integrated Commissioning and effectively commenced in April 2020. This has meant the new 0.5FTE AD has been required to work full time at AD level for a period of time due to the additional demands. As this is not reflected in the current pay and grading, a temporary honorarium was agreed in recognition of the additional responsibility. Given that it is a long term permanent arrangement, it is now believed appropriate to review the role accordingly.

3) Proposal

The proposed position would be to:

- a) Extend the current 0.5FTE AD role into a 1 FTE AD in reflection of the scale of responsibility held, whilst retaining the 0.5FTE AD role which focuses on mental health responsibilities.

The 0.5FTE vacancy that would be created at Head of Service from this change would be deleted. Additional capacity would be brought into the team to meet the workload requirements by using the remaining funding to create a lower graded commissioning role in the team.

Options have been explored with the CCG as to whether there might be any joint posts that could be developed across the Service Improvement Team in the CCG and the Integrated Commissioning Team. However, this has not proved to be possible.

Finance colleagues have confirmed that there is sufficient funding within the existing staffing envelope to undertake the following:

- a) Replace the current 0.5 AD and 0.5 Head of Service with one FTE AD whilst retaining the other 0.5 AD
- b) Recruit a 0.5 FTE Integrated Commissioning Manager

This would make permanent the increased senior management capacity in the team and will also ensure there is sufficient commissioning capacity to meet demand.

If this proposal is approved then it is recommended that it take place with immediate effect.

4) Recommendations

Workforce Panel are asked to approve the following proposals:

- a. To increase the current arrangement of 1 FTE Assistant Director (AD) role for Integrated Commissioning to 1.5 FTE. The proposal is to amend the split role of 0.5 AD and 0.5 Head of Service (leading on Adult Social Care Commissioning) into a full time AD for Integrated Commissioning whilst retaining the 0.5 FTE AD (already in place for specialist mental health):
- b. To approve the establishment of the amended post of full time AD at a salary of £72,833 - £80,117;
- c. To assimilate the current postholder of the split AD and Head of Service role into the amended role without the requirement of convening an appointment panel.

KEY COUNCIL POLICIES:

Integrated Commissioning
Adult Social Care

EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:

This staffing structure will ensure that sufficient capacity and leadership is maintained with the Integrated Commissioning Team to ensure that commissioned services continue to meet the needs of all communities across Salford.

ASSESSMENT OF RISK:

Low. The proposal is within the existing financial envelope.

LEGAL IMPLICATIONS Supplied by: Gareth James, Head of People, Place and Regulation, Shared Legal service. Tel: 0161 234 3725.

The establishment of the full time Assistant Director post and the re-grading of the post sits within the scheme of delegations to Workforce Panel. The post is a Deputy Chief Officer post. If the post was vacant, Workforce Panel would be asked to convene an appointment panel in order to recruit to the post. However, in this case, there is an existing postholder; 50% of whose current role comprises the duties of amended post. As set out in the body of the report, the postholder has been performing the duties of a full time Assistant Director for a period of time.

The proposals contained in this report are lawful and are in accordance with the Council's constitution.

FINANCIAL IMPLICATIONS Supplied by: Stephen Thynne, Strategic Finance Manager, Tel: 0161 778 0244

The proposed changes to the structure of the integrated commissioning team are affordable within the existing budget.

HUMAN RESOURCES IMPLICATIONS Supplied by: Catherine Sharples, Strategic HR and OD Manager, 0161 607 8607

The scale and complexity of adult social care arrangements in Salford have grown resulting in an increased demand at a senior level. An increase of 0.5FTE at Assistant Director level would provide the additional capacity to meet this need. As an employee currently occupies 0.5FTE of the role focused on adult social care, if approved they would increase their contracted hours and pay to 1FTE Assistant Director for Integrated Commissioning. The remaining 0.5FTE AD role focused on mental health would remain unchanged.

OTHER DIRECTORATES CONSULTED: Salford CCG

CONTACT OFFICER: Charlotte Ramsden

WARDS TO WHICH REPORT RELATES: NA