

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 1st July 2019
Report for: Noting/Approval
Report of: Chief Executive

Report Title

Revised Corporate Leadership structure and re-alignment of portfolios.

Summary

This report sets out proposals for a revised Corporate Leadership structure to further secure the safe and effective leadership of the Council following the permanent appointment to the Chief Executive post in February 2019. It outlines the rationale for the proposed changes and summarises them accordingly.

The constitution requires that appointments to Corporate Director posts are made by an Appointments Panel, which is drawn from members across the Council and that salary and benefits packages totalling in excess of £100k must be approved by Council. This report sets out the proposed revised arrangements, including remuneration levels and asks that the Committee recommends the proposals to Council for approval and/or noting as appropriate.

Recommendation(s)

That the Committee:-

- Notes that the joint post of Corporate Director Commissioning has been disestablished following the conclusion of the fixed term arrangement;
- Notes the proposed establishment of a redesigned joint post of Director of Integrated Health and Social Care Strategy for a three year period with a remuneration level equivalent to NHS VSM terms £62,316 (0.6 FTE pro-rata) funded jointly by NHS Trafford CCG and Trafford Council;
- Approves the internal ring-fence appointment of the postholder of the former Corporate Director Commissioning role, to the redesigned Director of Integrated Health and Social Care Strategy post on the terms outlined to secure the continuation of the transformation and reform responsibilities in

the health and social care field;

- Notes the current temporary arrangements in place for the Corporate Director of Children's Services pending the external recruitment process;
- Recommends to Council for approval, the salary for the Interim Corporate Director of Children's Services (£1104 day rate) for a six month period which is likely to exceed £100,000;
- Notes the proposed revised salary levels for Corporate Director Adults and Wellbeing post (£116,745) and Corporate Director Children and Families post (£125,000) consistent with revised portfolios and market value;
- Notes the proposed Member led internal recruitment process for the statutory role of Corporate Director of Adults and Wellbeing (DASS) to be ring-fenced to the current interim postholder, and the proposed external advertisement and Member led recruitment process for the Corporate Director of Children and Families (DCS);
- Notes the revised salary level for the Director of Public Health proposed at £95,000 and the external Member led recruitment process with Public Health England that includes consideration of the current interim postholder;
- Notes the reporting re-alignment of the Director of Public Health and function to the Corporate Director Adult Services and Wellbeing;
- Notes the establishment of a new Corporate Leadership Team Structure as set out in the report at Appendix 2;
- Recommends all the changes set out above to Council for approval/noting as appropriate.

Contact person for access to background papers and further information:

Name: Sara Saleh, Corporate Director People
Extension: 4009

Background Papers: None

1. Introduction and background

1.1 Revised senior leadership portfolios and a set of permanent and interim appointments to the Corporate Leadership Team (CLT) were put in place in July 2018, following the departure of the then Chief Executive, the Corporate Director for Transformation and Resources and the Corporate Director for Children, Families and Well-Being who held both statutory roles for Adults Services (DASS) and Children's Services (DCS).

1.2 Under those arrangements the Children, Families and Well-Being portfolio was split into two statutory functions as an interim measure and to assess the viability of this model, the roles of Corporate Director of Adults Services (DASS) and Corporate Director of Children and Families (DCS) were put in place. The Director of Integrated Services and the Director of Safeguarding and Development respectively were subsequently appointed for a temporary period under the succession policy, at salary levels reflective of the development period.

1.3 Additionally, an interim joint Corporate Director role for Commissioning had already been established and was recruited to on a 12 month basis to drive the integration agenda, funded jointly with NHS Trafford CCG. The postholder also took on the role of the CCG's Accountable Officer on an interim basis pending permanent recruitment to this post.

1.4 Following the permanent appointment to the NHS Trafford CCG Accountable Officer post in January 2019 and the Council's Chief Executive post in February 2019, revised corporate leadership proposals have been developed and are now brought for noting/approval as appropriate.

1.5. The first priority and the main focus of the revisions has been to put permanent leadership arrangements in place in both the Adults Services and Children and Families Directorates and to establish new arrangements to build on the joint health and social care commissioning work which has progressed well over the last year. For a variety of reasons not least the impending financial challenges the Council will face from 2020 onwards and the recent OFSTED inspection outcome, it is essential that the Council provides leadership and stability to these key services.

1.6 This represents a first phase of change. Work to plan for the next three financial years has begun and it is apparent that the Council will need to consider how it fundamentally reshapes its services if the ambitions of the recently adopted Corporate Plan 2018-22 are to be achieved in the face of what is likely to be a significant budget challenge. Such reshaping will, in all probability require further changes to the Council's senior leadership arrangements over the coming 12 months which will be the subject of a further report in due course.

1.7 The current senior leadership team structure is attached at Appendix 1 with the proposed structure in Appendix 2.

2. Case for change

2.1 This section of the report outlines the rationale for the recommendations and sets out the recruitment process to achieve appointments to the new structure.

2.1.1 Corporate Director Commissioning – Director of Integrated Health and Social Care Strategy £62,316 (0.6fte)

The Corporate Director of Commissioning post has been essential to the work to deliver an integrated health and social care system in Trafford, which in turn is key to delivery of an integrated, place based offer to meet the needs of residents and tackle poor health outcomes. During the past year, the Corporate Director has made significant progress including establishing an integrated Commissioning Directorate whilst also assuming Accountable Officer responsibilities until a postholder was appointed whilst having involvement in a range of operational matters. With a new Accountable Officer now in post, the next stage of integration needs to focus on the development of a 3-5 year whole system plan. As such, the Corporate Director of Commissioning post will be dis-established following the conclusion of the fixed term contract on 17th June 2019 and its line management responsibilities will transfer as follows:

- The NHS Trafford CCG Health Commissioning team will report into the Accountable Officer in NHS Trafford CCG and the Social Care Commissioning team will report into the Corporate Director Adults and Wellbeing.
- The Public Health function and statutory Director for Public Health will move to the Corporate Director for Adults and Wellbeing portfolio.

A new post of Director of Integrated Health and Social Care Strategy is proposed on a three year fixed term basis on NHS VSM terms, that will take the lead on the refresh of the Trafford Locality Plan for health & social care reform, working closely with system partners and colleagues to ensure we have a robust integrated transformation plan that aligns to all reform activities.

It will provide confident corporate and transformational leadership and a clear sense of direction and purpose that will enable the Council and CCG to deliver our joint vision and priorities for health and social care reform. The post will be funded jointly by the Council and CCG and work across both the health and social care system to drive commissioning intentions with joint reporting responsibilities to the CCG Accountable Officer and the Corporate Director Adults and Wellbeing.

The proposal seeks support for the proposal to appoint the former Corporate Director Commissioning postholder into this role as there are significant elements of the former role that are required going forward that will require continuity of her expertise in this field along with ongoing maintenance of well-developed system relationships.

A separate report is being taken to the CCG Remuneration Committee to confirm the arrangements.

2.1.2 Corporate Director Adults and Wellbeing £116,745

The last twelve months has demonstrated the importance of having a separate Corporate Director of Adults Services with progress having been made, amongst many other things, around key issues such as delays in transfers of care, improvements to the quality of residential care homes, some outstanding joint work with health and early development work on new delivery models including opportunities both with Trafford partners and with other Greater Manchester authorities. It is therefore proposed that the interim measure instigated in July 2018 is now made permanent and recruitment to a Corporate Director with a revised job title to reflect the new portfolio to Adults and Wellbeing is progressed.

This proposal will see a redesign of the role and an adjustment to the remuneration level to £116,745 in recognition of the market rate for statutory roles in Adults Services/Wellbeing and to achieve parity with Corporate Director peers. Additionally, the role will have a lead role in driving our joint commissioning intentions working closely with NHS Trafford CCG and the additional line management responsibilities for Public Health. It will also re-absorb responsibility for the Social Care Commissioning team following the dis-establishment of the Corporate Director Commissioning role.

The proposal to appoint to the post on a permanent basis will ring-fence the role to the existing postholder, who has been undertaking the role on an interim basis for 12 months under the succession policy. There will be an internal Member led recruitment process in light of the statutory nature of this role.

2.1.3 Corporate Director, Children and Families £125,000

Following the separation of the roles of the DCS and DASS last July, the statutory duties for Director of Children's Services have been undertaken by the Director of Safeguarding and Professional Development who has acted as Interim Corporate Director for Children and Families for the last 11months. The postholder has now returned to her substantive role.

In light of the outcome of the recent Ofsted Inspection in which the Council's Children's Social Care services were deemed Inadequate overall, it is essential a separate Corporate Director of Children's Services role be recruited to on a permanent basis to ensure there is sufficient focus and expertise to return the Council to an Ofsted Good outcome at the earliest possible opportunity.

In benchmarking this role with our neighbouring authorities and taking advice from our recruitment partner, to attract a suitably qualified and experienced Statutory Director in this field, we are proposing to regrade the salary level to £125,000 pa. The proposed

remuneration level is indicative of the portfolio responsibilities and the market value, to attract and retain permanent appointments of the calibre required, to drive our important agendas in this field.

An interim Director of Children’s Services has been recruited, funded through a reserve set aside to address OFSTED requirements, to support us with establishing the governance framework and programme plan to commence the improvement plan and associated work required following the recent OFSTED inspection outcome. Council approval will be sought later this month for the salary and benefits package as this exceeds £100k, but is in line with the ‘going rate’ for similar appointments elsewhere.

We are proposing an external and Member led recruitment process to appoint to the Corporate Director role and will be supported by our current interim Director.

2.1.4 Director of Public Health £95,000

This statutory post has been undertaken on an interim basis for a number of years and the proposal is now to recruit to this post on a permanent basis. Benchmarking salary levels and guidance from Public Health England suggests that we will need to offer an enhanced rate of up to £95,000 to attract and retain expertise in this field. A figure that reflects the significant importance of the health improvement agenda to our modernisation and integration plans.

Public Health England also strongly recommend we undertake an external recruitment process working with them and the Faculty of Public Health, but with the intention that the Council considers the current interim postholder as part of the wider recruitment process.

A member led appointment process with Public Health England will be put in place to appoint to this role.

3. Schemes of delegation and delegated authority

3.1 All approvals requested are in line with the requirements of the Scheme of Delegation.

4. Financial implications

4.1 The full year cost of the new structure is £942k, an increase of £51k (£66k including on costs) on the current structure; this will be reflected in the budget for 2020/21 onwards.

Current post	£	Proposed	£	
Chief Executive	165,000	No change	165,000	

Corporate Director Commissioning	24,200 (22% funded)	Dis-establish		
		Director of Integrated Health & Social Care Strategy	31,158 0.6fte (50% funded)	New post funded 50% CCG
Interim Corporate Director Adult Services	102,000	Corporate Director Adult Services	116,745	
Interim Corporate Director Children Services	102,000	Corporate Director Children's Services	125,000	
Corporate Director Finance & Systems	58,372		58,372	Funded 50% CCG
Corporate Director Place	116,745	No change	116,745	
Corporate Director People	116,745	No change	116,745	
Corporate Director Governance	116,745	No change	116,745	
Interim Director Public Health	88,811	Director of Public Health	95,000	
	890,618		941,510	
TOTAL			£50,892	

5. Summary

5.1 This report describes a range of changes in the senior leadership of the Council to be noted by the Committee and salary proposals for some roles which require approval by Council.

5.2 The charts at Appendix 1 and 2 show the current and proposed structure.

6. Conclusion

This proposal will put in place a strengthened and more stable leadership team to enable delivery of the Council's priorities in the context of the Corporate Plan and significant financial challenges ahead as well as ensuring the issues raised in the recent Ofsted inspection in respect of leadership and management can be speedily and sustainably addressed.

Through the proposals outlined above there will be a net reduction of one Corporate Director post taking the number from 7 to 6. The net increase of £66k including on costs in budgetary terms is largely as a result of adjusting the remuneration levels of the two critical statutory Corporate Director roles to reflect benchmarking in order to attract and retain permanent appointments of the calibre required, to drive our important agendas in this field.

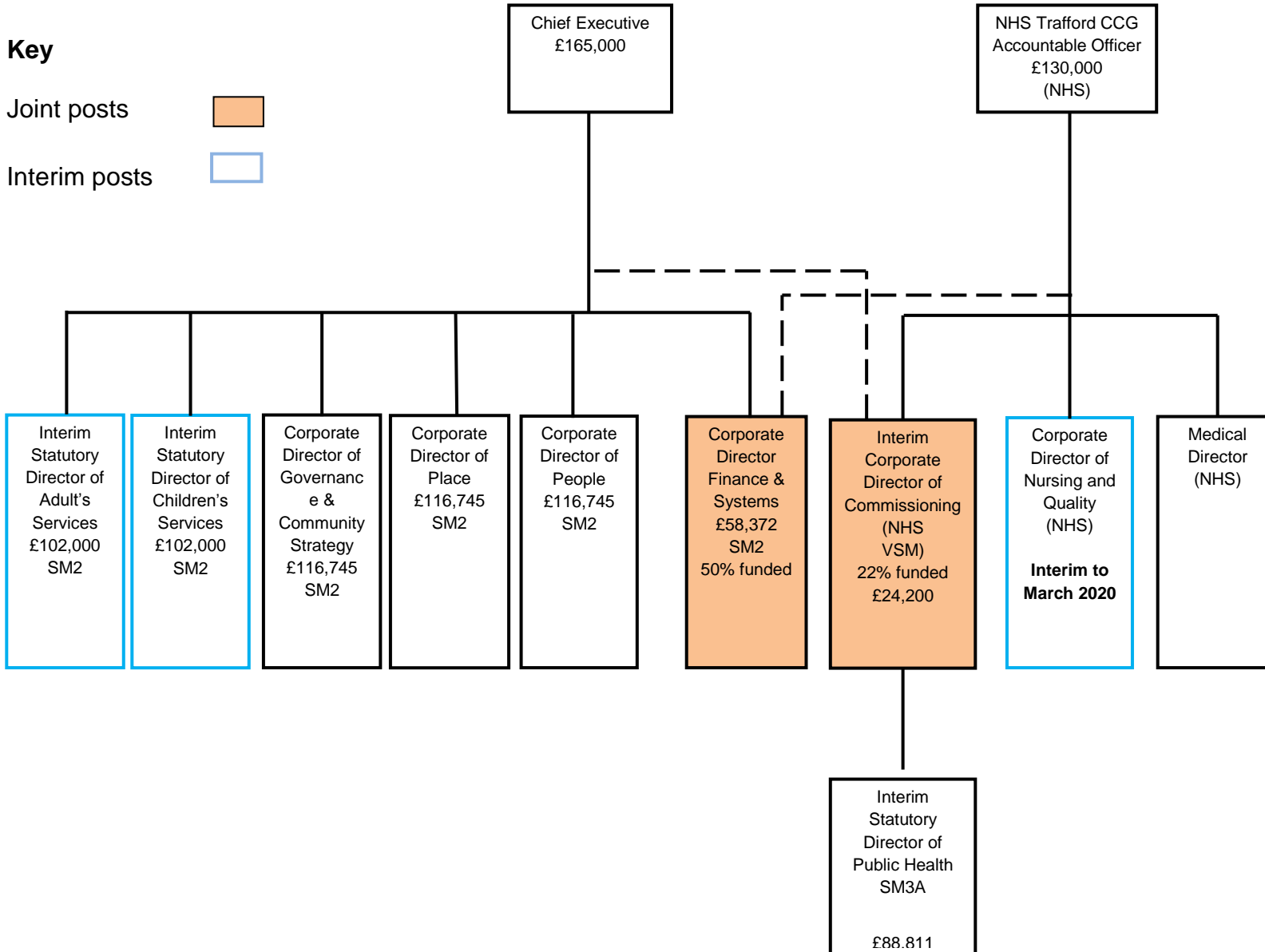
6.1 It is recommended that the Committee:-

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Implications:

Relationship to Corporate Priorities	The safe and effective running of the organisation is a critical priority.
Relationship to GM Policy or Strategy Framework	The arrangements are very much aligned to the principles of collaboration expressed through GMCA policy direction and all associated strategies.
Financial	As above
Legal Implications	The proposals will ensure that the Council meets the statutory requirements in terms of appointments to the three statutory officer posts referred to in the report.
Equality/Diversity Implications	The continuation of two statutory DCS and DAS roles shows a clear commitment to increasing the senior leadership capacity to support vulnerable residents. It enables the Council to fully observe the principles of the statutory guidance for both roles and promote equality of outcomes for service users and their families.
Sustainability Implications	
Staffing/E-Government/Asset Management Implications	The proposals seek to retain expertise in the Adults and Commissioning field by offering internal recruitment opportunities.
Risk Management Implications	.
Health and Safety Implications	N/A

Appendix 1 – Current Senior Leadership Structure



Appendix 2 Proposed Senior Leadership Structure

