

DERBYSHIRE COUNTY COUNCIL

CABINET MEMBER MEETING

7 January 2019

Report of the Strategic Director for Adult Social Care & Health

ADULT CARE SENIOR MANAGEMENT TEAM PROPOSALS

ADULT SOCIAL CARE

1. Purpose of the Report

To seek approval to establish a Service Director for Transformation post as a first step towards establishing a Senior Management (SMT) structure for Adult Care which will effectively deliver the Enterprising Council ambitions for the people of Derbyshire.

2. Information and Analysis

2.1 Current position

The current Adult Care SMT structure has been in place since 2016 (as contained at Appendix 1 of the report).

Since 2016, the Council and Adult Care have faced both financial and service delivery challenges and changes. In order to address these, it is considered important to review the current methods of service delivery within the Adult Care department to ensure that the best provision and value for money is provided to residents and clients.

In order to achieve this, it is proposed that an additional post be added to the SMT structure to undertake responsibility for reviewing current service delivery and to make recommendations as to a future model, which promotes and ensures best practice and value for money.

2.2 Proposed position

2.2.1 Derbyshire County Council is an Enterprising Council. Being an enterprising council means:

- value for money is at the heart of everything we do
- we are efficient and effective
- we focus on getting the best results for our residents whether that's by delivering a service ourselves or by using an external organisation - there is no one size fits all
- we have a bold, innovative and commercial mind-set and we think and act as if our residents can choose who delivers their services
- we do things 'with' local people rather than 'to' them and we value fairness, openness and partnership
- we are proud of Derbyshire and ambitious for our public services

And for our employees it means:

- you are empowered to think and do things differently
- we will support you to embrace change and the new opportunities it brings
- we want our employees to be enterprising and come forward with ideas - you will be listened to and we will promote a 'no blame' culture
- we are one council – we work as a team across all departments.

2.2.2 To deliver this vision it is anticipated that the Senior Management structure of the Department will need to change to reflect:

- The Chief Officer structure, which places additional corporate responsibilities on Strategic Directors, as adopted by the Council's Elected Member administration.
- The requirement to ensure that the transformation across Adult Social Care is joined up to maximise efficiency and effectiveness and deliver the best outcomes
- The need to engage effectively in the changing environment with Health to maximise benefit for Derbyshire's people.

2.2.3 As a first step the proposal is to appoint to a Service Director for transformation post.

In the context of significant demographic pressures leading to increased costs in Adult Social Care Derbyshire County Council needs to develop a three year transformation programme to improve outcomes for disabled people in Derbyshire and ensure sustainability.

Work is already underway to:

- 1) understand the total possible predicted saving across Adult Social Care (and disabled children's service spend).

- 2) understand the following –
Are we always making the best decisions in terms of ensuring people's independence is maximised in line with our Enterprising Council ambition **to do things “with” people not “to” them?**
Are services **effective and efficient** and delivering the intended outcomes **to get the best for our residents?**
- 3) What should we address first in terms of ensuring **value for money?**
What methods must we employ to **empower people to think and do things differently.**

2.2.4 The work undertaken at 2.2.3 above will shape our transformation programme as we move into the financial year 19/20

The Service Director for Transformation will be responsible for this programme of work, with proposals for further structured change being the subject of further reports.

3. Financial Considerations

The maximum annual cost for this post, including oncost, is £0.112m and will be met from the Improved Better Care Fund allocation.

4. Human Resources Considerations

The proposed new post has been subject to job evaluation by Korn Ferry and has been graded at Grade 17 £80,796 - £90,371, the funding for which can be contained within existing budgets.

The post will be recruited to in accordance with the Council's Recruitment and Selection policies.

5. Other Considerations

In preparing this report the relevance of the following factors has been considered: Social Value, Legal and Human Rights, equality of opportunity, health, environmental, transport, property, social value and crime and disorder considerations.

6. Background Papers

No

7. Key Decision

No

8. Is it required that the Call-in period be waived in respect of the decisions being proposed within this report?

No

9. Officer's Recommendation

That approval be given to establish a Service Director for Transformation post as a first step towards establishing a Senior Management (SMT) structure for Adult Care which will effectively deliver the Enterprising Council ambitions for the people of Derbyshire.

Helen Jones
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Appendix 1

Adult Care
Current
Structure -
Appendix 1

