

	General Functions Committee 20 March 2017
Title	Creation of Assistant Director post, Adults & Health Joint Commissioning Unit
Report of	Dawn Wakeling, Adults and Health Commissioning Director
Wards	None
Status	Public
Urgent	No
Key	No
Enclosures	1. Job description: Assistant Director, Adults & Health JCU 2. New organisational structure, Adults & Health JCU
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Summary

Following a period of formal staff consultation a restructure of the Adults Joint Commissioning Unit has been confirmed. As the restructure affects fewer than 20 staff, the Adults and Health Commissioning Director has the power to authorise the deletion of current posts and creation of new posts required to implement the new structure. However, the creation of one new post – Assistant Director – requires approval by the General Functions Committee. This paper sets out the reasons for creating an Assistant Director post to lead the Adults Joint Commissioning Unit.

Decisions

That the General Functions Committee approves:

- 1. The creation of an Assistant Director post in the Adults Joint Commissioning Unit, as set out in this report.**
- 2. The advertising of, and recruitment to, the Assistant Director post.**

1. WHY THIS REPORT IS NEEDED

- 1.1 In 2013 the Adults Joint Commissioning Unit (JCU) was established as a key vehicle for the Council and NHS Barnet Clinical Commissioning Group (BCCG) to deliver the aims of Barnet's Health and Wellbeing Strategy and the commissioning intentions articulated in the Council's Corporate Plan and in BCCG's strategic plans. The JCU works across the Council's Commissioning Group and BCCG's Integrated Commissioning Directorate.
- 1.2 Since the JCU was established, the Council's journey towards becoming a Commissioning Council has progressed significantly and the Council has reviewed and refreshed its commissioning intentions. In 2016 it was agreed that the time was right to review the JCU, to ensure it has the right structural design and form to effectively deliver the Council and BCCG's commissioning plans in the context of the development of Sustainability and Transformation Plans and changes to BCCG commissioning.
- 1.3 Following a review of the JCU function, a period of informal engagement with JCU staff took place in November – December 2016. Staff feedback received during informal engagement was reflected in the restructure proposals that were then subject to a formal 30 day period of staff consultation (16 January – 14 February 2017).
- 1.4 At the time of the consultation, the Adults JCU had an establishment of 19 posts, occupied by 12 Whole Time Equivalents. As fewer than 20 staff would be affected by the restructure, the Council's Constitution gives the Adults and Health Commissioning Director power to authorise the deletion and creation of posts required to implement a new structure for the Adults JCU.
- 1.5 The JCU restructure includes a proposal to bring two Head of Service roles (both vacant posts) together in a single post at a more senior grade (Assistant Director). The Council's Constitution requires the creation of a new Assistant Director post to be approved by the General Functions Committee.
- 1.6 The Adults and Health Commissioning Director will, through a Delegated Powers Report, approve the deletion and creation of posts necessary to

implement the new JCU structure, with the exception of the creation of an Assistant Director post to lead the Adults JCU.

2. REASONS FOR RECOMMENDATIONS

- 2.1 External assessment carried out as part of the Adults JCU review and feedback received from JCU staff both identified the need for more senior leadership roles within the Adults JCU. To fulfil this requirement, the JCU establishment has been reduced from 19 posts to 13 posts¹, all of which are higher graded to reflect the need for the JCU function to have more senior level experience.
- 2.2 The proposal to bring two Head of Service roles together in a single post at Assistant Director grade would:
- Create a single post with responsibility for leading the Adults JCU. The current JCU structure has two Head of Service posts, one for Frail Elderly and Long Term Conditions and the other for Mental Health and Learning Disability. This structure has been found to be sub-optimal and has led to some duplication.
 - Enable the recruitment of a senior officer who can provide strong leadership on health and social care commissioning and ensure the Adults JCU has the right capacity and capability to deliver the Corporate Plans and commissioning intentions of both the Council and BCCG.
 - Maintain parity with the other new posts in the JCU structure, all of which are higher graded than the posts in the previous structure. Under the previous structure, the officers reporting directly to the Heads of Service were banded at Grade K (salary of £44,307 - £48,963). In the new structure, the officers reporting directly to the Assistant Director will be banded at Grade M (salary of £57,950 - £64,389).
- 2.3 All responses received to the staff consultation were in favour of the creation of an Assistant Director post to lead the JCU and shape its future direction. In the feedback it was felt that a more senior role would help to ensure an integrated approach to commissioning, raise the team's profile, ensure the streamlining of internal processes and promote greater levels of joint working.

3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 3.1 **Do nothing:** the current leadership structure of two Heads of Service has not proven an optimal structure for managing the Adults JCU.

¹ Including the Assistant Director post, subject to approval by the General Functions Committee.

- 3.2 **Reduce Head of Service posts from two to one:** the Head of Service post is not sufficiently senior to attract a candidate with the leadership skills, strategic insight and senior level commissioning experience that are needed to strengthen integrated adult health and social care commissioning in Barnet.

4. POST DECISION IMPLEMENTATION

- 4.1 Should the Committee approve the proposed creation of an Assistant Director post, recruitment to the post will commence immediately. The post will be advertised internally, to Council and BCCG staff, and externally.

5. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 5.1 Successful implementation of the Commissioning Plan will help to support and deliver the following 2015 – 2020 Corporate Plan objectives for health and social care services:
- To remodel social care services for adults to focus on managing demand and promoting independence, with a greater emphasis on early intervention.
 - To fully integrate social care commissioning with health services, helping the NHS manage the huge costs of A&E and hospital admissions through greater provision of primary and community care.
 - To make a step change in the Council's approach to early intervention and prevention as a means of managing demand for services.
 - To implement the Council's vision for adult social care, which is focused on providing personalised, integrated care with more residents supported to live in their own home.
- 5.2 This approach is consistent with the Joint Health and Wellbeing Strategy 2016-2020 which sets out a vision that includes providing a shared vision and strategic direction across partners; continuing emphasis on prevention and early intervention and joining up services so residents have a better experience.

Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.3 The current Head of Service posts are funded through the Barnet Better Care Fund, a pooled budget shared between the Council and BCCG. The proposed Assistant Director post would be funded through the same pooled budget.

- 5.4 The creation of the Assistant Director post assumes the continuation of Barnet's Better Care Fund, in line with the announcement in the Government's Spending Review of November 2015 that each part of the country will be required to develop plans for the integration of health and social care services by 2017, to be implemented by 2020. In the event of a change to central government policy around the national Better Care Fund programme, alternative structures for delivering a single pooled budget for health and social care services in Barnet would be considered.
- 5.5 The existing Head of Service posts (both currently vacant) were previously filled by one Council employee and one BCCG employee. Under the Council's Unified Reward pay scale, the Head of Service roles are Grade M posts, with a salary range of £57,950 - £64,389. Under the NHS Agenda for Change pay scale which is used by BCCG, the Head of Service roles are Grade 8C posts, with a salary range of £62,509 - £74,889 (including London weighting).
- 5.6 The proposed new Assistant Director post is a Grade O post under the Council's Unified Reward pay scale (salary range £85,139 - £94,599) and a Grade 8D post under the NHS Agenda for Change pay scale (salary range £72,987 - £88,839, including London weighting). The post holder could be employed by either the Council or BCCG. The employer would be confirmed when the appointment is made.
- 5.7 A single Assistant Director post carries a lower cost than two Head of Service posts. One Assistant Director post (at the starting point of Unified Reward Grade O) would incur salary costs in the region of £31,000 less than two Head of Service posts (at the starting point of Unified Reward Grade M).

Legal and Constitutional References

- 5.8 In accordance with Appendix A to the Responsibility for Functions sections of the Council's Constitution, the General Functions Committee has responsibility for staffing matters (i.e. salaries and conditions of service) other than those within the remit of the Chief Officer Appointment Panel.
- 5.9 The HR Regulations in the Council's constitution (Section 2.1) require that no vacant posts at Assistant Director level or above shall be advertised or recruited to without prior Committee approval and all new posts at Assistant Director level or above shall be created by Committee decision (General Functions Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers.

Risk Management

- 5.10 The Assistant Director role reflects a significant step-up from the expectations of the Head of Service roles. The level of interest that this post will attract from potential candidates, and the volume and quality of applications that will be received, are unknown at this time. This risk will be managed through adherence to the Council's processes for advertising and recruiting to senior level vacancies.

Equalities and Diversity

- 5.11 The 2010 Equality Act outlines the provisions of the public sector equalities duty which requires public bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act (2010).
 - Advance equality of opportunity between people from different groups; and
 - Foster good relations between people from different groups.
- 5.12 The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services.
- 5.13 The job description for the Assistant Director role has been produced and evaluated within normal HR practice.

Consultation and Engagement

- 5.14 The normal 30 day consultation with staff and trade unions has been undertaken.

6. BACKGROUND PAPERS

- 6.1 None.