



People, Performance and Development Committee  
29 October 2015

## Reshaping Senior Officer Roles

### Purpose of the report:

To further inform the Committee of the Chief Executive's ongoing review of senior officer roles and to ask the Committee to confirm the creation of a Directorate of Adult Social Care and Public Health, led by a single Director and the proposals for appointment to new roles.

### Recommendations:

- i. To agree the amalgamation of Adult Social Care with Public Health and the creation of a new post of Strategic Director of Adult Social Care and Public Health, with effect from 27 November 2015.
- ii. To convene a meeting of the People, Performance & Development Committee on a date to be agreed in November, which will:
  - a. Interview Helen Atkinson for the role of Strategic Director of Adult Social Care and Public Health.
  - b. Interview shortlisted candidates with a view to appointing to the newly created post of Deputy Director (Adult Social Care) and note that the post of Deputy Director (Public Health) already exists and that Ruth Hutchinson matches to this role.
- iii. To note that the Assistant Chief Executive has left the employment of the Council and that the Chief Executive will not be replacing her post on a like for like basis.

### Introduction:

1. It is important that the Council keeps under review its arrangements for providing strategic leadership at the top of the organisation, particularly in the current fast moving world of public service. Recent personnel changes and the imminent retirement of Mr David Sargeant, the current Strategic Director of Adult Social Care, present the opportunity to change and consolidate roles within the leadership team.

2. This report deals with the proposed creation of an Adult Social Care and Public Health Directorate, in advance of wider proposals that will be presented to the Committee in November. The reasons that this proposal is being brought forward now is to enable a new Director and Deputy Director to be recruited in advance of the retirement of the current Strategic Director of Adult Social Care.

<b>A New Directorate: Adult Social Care and Public Health</b>
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3. As the Committee is aware, there is a clear policy direction nationally to integrate adult social care with health. Residents, users and patients will all derive benefit from this integration but there are also considerable obstacles to be overcome in order to ensure a successful outcome. In particular, the very different cultures between health and local government need careful handling.
4. There is a growing trend nationally to structure together adult social care services, health and public health. Councils, including Manchester City Council, Lancashire County Council, Worcestershire Council, Herefordshire Council, Bracknell Forest and others are now structured in this way.
5. In June 2015 the Committee endorsed the Chief Executive's proposed direction of travel towards the amalgamation of the Adult Social Care and Public Health functions of Surrey County Council (SCC). Since then, a successful period of closer working between the two current directors has enabled the Chief Executive to confirm his view that to create a single directorate from January 2016 is the best way forward for the County Council.
6. Restructuring in this way delivers an effective arrangement to bring together oversight of the Council's statutory responsibilities in these areas and also provides an opportunity to trim down senior capacity at the very top of the Council.
7. The Committee will also wish to note that consideration has been given to the current market for quality directors of Adult Social Care. This has been a weak market for some time and shows no signs or trend towards improving. This was confirmed earlier in the summer from two separate executive recruitment agencies.
8. The restructuring will result in the:
  - a. Deletion of the current posts of Strategic Director Adult Social Care and Director of Public Health (DPH).
  - b. Creation of the new post of Strategic Director Adult Social Care & Public Health.
  - c. Creation of a new role of Deputy Director (Adult Social Care). There is already a Deputy Director (Public Health) which will match to the existing incumbent who is Ruth Hutchinson.

- d. Deletion of the Chief Operating Officer for Adult Social Care post which is currently vacant. This post will be replaced by the new Deputy Director (Adult Social Care) role.

#### **HR Procedural Implications for the current Director of Public Health**

9. The current Strategic Director of Adult Social Care retires in December 2015 so there are no adverse implications for the current incumbent from the deletion of this post.
10. The current Director of Public Health is Helen Atkinson. She has previously had significant strategic responsibilities in the Surrey Primary Care Trust (PCT) around quality, innovation and performance. Upon the deletion of the post of Director of Public Health, Helen Atkinson will become technically at risk of redundancy.
11. The legislation, as well as the County Council's own procedures, require that the Council, as her employer, looks for any suitable alternative work at the status, remuneration etc of her current post.
12. There are currently no other roles at Helen's grade (15C). However, the procedures would then require that we ask for her expression of interest in the new role which is at a grade 16F and afford Helen a preferential interview for this role before considering the outside market.
13. The Council is also required to take this step as mitigating action to try and avoid any unnecessary redundancy payment to an employee when a potential suitable alternative position exists.
14. This would entail the PPDC convening to interview Helen Atkinson for the role of Strategic Director of Adult Social Care and Public Health. The proposal is that this takes place in November.

#### **Deputy Director (ASC)**

15. This post will be advertised internally within Adult Social Care.
16. The role has been evaluated at Grade 15D.
17. It is essential that the person who takes on this role has a strong competence around Adult Social Care (ASC) in Surrey to be able to support the new Strategic Director who will lead at the strategic level.
18. There is a strong cadre of second tier senior people in place currently in ASC and expressions of interest will be sought from these officers.
19. Similarly at the Director level, from our own recent experience of trying to recruit at deputy level in January of this year, the market for talent at this level is also weak. After an extensive national search in January for two senior roles, we were unable to find any suitable candidates.

## Ongoing Review

20. In July 2015 the Committee endorsed the Chief Executive's proposal to create a Deputy Chief Executive post, with responsibility for children Schools and Families. Mrs Julie Fisher has taken on that role, including that of the statutory DCS and is leading the development and delivery of an action plan in response to the Ofsted report received earlier this year. The Committee agreed this as an interim arrangement and in November 2015 the Committee will receive a report reviewing these arrangements.
21. In August 2015 the Assistant Chief Executive, Mrs Susie Kemp, started discussions with the Chief Executive regarding her potential voluntary redundancy. Those discussions resulted in Mrs Kemp leaving the employment of the Council on 30 September. Mrs Kemp has exited from the Council in accordance with its usual policy. The Chief Executive intends to take this opportunity to streamline his senior team and will therefore not replace this post on a like for like basis. In tandem with the review of the Deputy Chief Executive post the Chief Executive will bring forward further proposals to confirm the senior structure of the organisation.

## Conclusions:

### Financial and value for money implications

22. The initial changes to management posts proposed in this paper as a result of the creation of a new Adult Social Care and Public Health Directorate will result in savings compared to the current cost of existing posts. The implications of the wider proposals will be considered as part of the subsequent paper due to be brought to the Committee.

### Risk Management Implications

23. The Council's Leadership Risk Register has identified a risk that a significant number of senior managers may leave the organisation within a short space of time and cannot be replaced effectively. The proposals contained in this report address that risk through effective succession planning and arrangements

### Equalities and Diversity Implications

24. There are no identified risks to protected groups as a consequence of the action proposed in this report.

## Next steps:

25. Suitable dates for the Committee to meet will be identified
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**Sources/background papers:**

- All background papers used in the writing of the report (eg previous reports/minutes, letters, legislation), should be listed, as required by the Local Government (Access to Information) Act 1985.
- A copy of any background papers which have not previously been published should be supplied to Democratic Services with your draft report.

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