

TITLE OF REPORT: Review of role of Director of Public Health, and of commissioning services, Care, Wellbeing & Learning

REPORT OF: Jane Robinson, Chief Executive

Purpose of the Report

1. To seek Cabinet agreement to recommend to Council a proposal to consolidate commissioning functions across the Care, Wellbeing & Learning Service Group into an integrated commissioning unit to be overseen by the Director of Public Health, and other associated changes to the senior management structure within the Group.

Background

2. Consideration is being given to a new model for the delivery of adults' services, designed to optimise efficiency and effectiveness through a sustainable business and service structure, maximising the use of reducing resources and facilitating collaboration with partner agencies.
3. Consideration has also been given to the future delivery of the Council's public health function, and the commissioning of children's and adults' services, in light of: the imminent departure of the Service Director, Children's Commissioning to take up a post in another authority; an expression of interest in voluntary redundancy from the Service Director, Business Development & Commissioning; and the retirement of the current Director of Public Health (on a date to be identified, but no earlier than 31 March 2016).
4. These changes in senior management within the Care, Wellbeing & Learning Service Group enable the Council to progress, in a timely way, the implementation of one particular element of the new delivery model: namely, the establishment of an integrated commissioning unit, consolidating all commissioning activity across the Service Group (i.e. for children's, for adults', and for public health services) into a single team.

Proposal

5. It is proposed that the integrated commissioning unit, once established, is overseen by the Council's Director of Public Health. As now, the Director will be accountable to the Chief Executive for the delivery of the Council's public health functions, but will remain within the Care, Wellbeing & Learning Group and report to the Strategic Director (who carries the statutory roles of Director of Children's Services, and Director of Adult Social Services) regarding the commissioning of children's and adults' services.

6. This transfer of responsibilities to the current post of Director of Public Health, proposed to take place on 1 December 2015, will also facilitate the deletion of the existing Service Director posts within the Care, Wellbeing & Learning Group of Children's Commissioning and Business Development & Commissioning, which is also proposed in this report. Those functions and staff not transferring to the Director of Public Health will be overseen by the remaining Service Directors within the Care, Wellbeing & Learning Group, as determined by the Strategic Director, pending a further report to Cabinet and Council recommending a restructure of the Group to implement the remaining elements of the new delivery model. The detailed structure of the integrated commissioning unit may also be considered at this time, or following the appointment of the new Director of Public Health.
7. If the proposal is agreed by Cabinet and Council, a recruitment process for a new Director of Public Health, reflecting the proposed additional responsibilities of the role, will begin immediately to ensure the applicable statutory guidance can be observed (i.e. consultation with, and involvement of, Public Health England and the Faculty of Public Health in the appointment process) while also providing for a suitable period of handover between the retiring and new Director.

Recommendations

6. That Cabinet recommends Council to:
 - (i) Approve the transfer of the commissioning of children's and adults' services to the Director of Public Health from 1 December 2015;
 - (ii) Authorise the Director of Public Health to make the necessary interim management arrangements for the commissioning of children's, adults' and public health services, pending the formal establishment of an integrated commissioning unit and the commencement in post of the new Director of Public Health;
 - (iii) Approve the deletion from the Council's senior management structure of the posts of Service Director, Children's Commissioning and Service Director, Business Development & Commissioning;
 - (iv) Authorise the Strategic Director, Care, Wellbeing & Learning to make the necessary interim management arrangements for those functions and staff within the Children's Commissioning and Business Development & Commissioning Services not transferring to the Director of Public Health, pending a further report to Cabinet and Council recommending a revised service group structure; and
 - (v) Note the proposal, if the above recommendations are agreed by Council, to commence recruitment to the post of Director of Public Health to allow for a suitable period of handover between the retiring and new Director.

For the following reasons:

- (i) To ensure that the Council is able to meet its responsibilities as required by the Health & Social Care Act 2012 and associated regulations; and
- (ii) To enable continued improvement in the co-ordination of Council functions, the organisation of its staff, and to enable Council services to be delivered in a more efficient and effective way.

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Policy Context

1. The reconfiguration of services resulting from this proposal will assist in the delivery of Vision 2030 and in the implementation of the Council's Corporate Priorities as set out in the Council Plan 2015-20 and its policy framework.

Background

2. The Council is facing a number of significant challenges: it is managing unprecedented budgetary pressures, whilst having to meet increasing demand, and is operating in a rapidly changing policy context. These challenges are particularly significant in the service areas to which this report relates: children's and adults' services, and public health.
3. It is the responsibility of the Chief Executive to ensure the Council's organisational structure is best designed to deliver its policy priorities and objectives, as set out in the Council Plan 2015-20 and its wider policy framework, by having the right skills and capacity in the right places across the organisation. This is achieved through: co-ordination of functions; allocation of resources; and organisation of staff.
4. In this context, consideration is being given to a new model for the delivery of adults' services, designed to optimise efficiency and effectiveness through a sustainable business and service structure, maximising the use of reducing resources and facilitating collaboration with partner agencies.
5. In the meantime, consideration has also been given to the future delivery of the Council's public health function and the commissioning of children's and adults' services in light of: the imminent departure of the Service Director, Children's Commissioning to take up a post in another authority; an expression of interest in voluntary redundancy from the Service Director, Business Development & Commissioning; and the retirement of the current Director of Public Health (on a date to be identified, but no earlier than 31 March 2016).
6. These potential/impending changes in senior management within the Care, Wellbeing & Learning Service Group enable the early implementation of one particular element of the new delivery model: namely, the establishment of an integrated commissioning unit, consolidating all commissioning activity across the Service Group (i.e. for children's, adults', and the commissioning element of the Council's public health services) into a single team.
7. It is therefore proposed that the opportunity is taken to bring the children's and adults' commissioning teams together under the remit of the Director of Public Health as an initial step to the wards establishing the integrated unit, enabling the realisation of the benefits of improved co-ordination of activity and sharing of knowledge and experience, pending the appointment of the new Director of Public Health. Once in post, the new Director would then oversee the implementation of any

further review and restructure to establish a fully integrated unit, and explore the potential for further collaboration and co-ordination of commissioning activity with other partners (in particular, Newcastle Gateshead CCG).

Consultation

8. Consultation has been carried out with the relevant Cabinet Members, the Chair of the Health & Wellbeing Board and the trade unions. None has raised any objection to the proposals.

Alternative Options

9. The proposal aims to deliver efficiencies and improvements in the co-ordination of commissioning activity across the Care, Wellbeing & Learning service group. Alternatives to the proposed transfer of responsibilities and deletion of posts are not recommended as they would compromise the opportunity to secure these benefits.

Implications of Recommended Option

10. **Resources:**
 - a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that there are savings associated with the proposals as a result of the reduction in senior management posts which total approximately £200,000 and that DSG funding relating to one post will be suitably redirected following a review of roles. Further savings are expected to be facilitated by the proposals, particularly as a result of consolidation of commissioning activity across the service group. However, these have been taken into consideration as part of the budget proposals 2016-18.
 - b) **Human Resources Implications** – The Strategic Director, Corporate Services & Governance confirms the capacity within the consolidated commissioning team will need to be fully reviewed in light of the deletion of the two service director posts: it is proposed that an interim arrangement is put in place by the Director of Public Health pending this review and the commencement in post of the new Director.
 - c) **Property Implications** – There are no property implications arising from the proposal.
11. **Risk Management Implications** – There are no risk management implications arising directly from the proposal.
12. **Equality and Diversity Implications** – None arising from the proposal.
13. **Crime and Disorder Implications** – None arising from the proposal.
14. **Health Implications** – None arising directly from the proposal. However, the consolidation of commissioning activity proposed should

support the delivery of improvements in health for local people as set out in Vision 2030, the Health and Wellbeing Strategy, and the Council Plan.

15. **Sustainability Implications** - There are no sustainability implications.
16. **Human Rights Implications** - There are no human rights implications.
17. **Area and Ward Implications** - There are no area and ward implications.
18. **Background Information** – Presentation to Corporate Resources Advisory Group, 15 October 2015.