

## Advisory Panel – People

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Date of Meeting	27 October, 2008
Report of:	John Weeks, Strategic Director (People) Designate
Title	<b>Draft Structural Proposals</b>

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### 1.0 Purpose of Report

- 1.1 The purpose of this report is to share with Advisory Panel Members the proposals which are being developed for a structure for the People Directorate, **Appendix 1**.

### 2.0 Decision Required

- 2.1 Advisory Panel members are requested to decide on the feedback which they wish to give about these proposals.

### 3.0 Financial Implications for Transition Costs

- 3.1 None.

### 4.0 Financial Implications 2009/10 and beyond

- 4.1 To be determined in the light of the evaluation and grading of the posts in the structure.

### 5.0 Legal Implications

- 5.1 Within the proposed structure the statutory responsibilities of the Director of Children's Services and the Director of Adult social Services will be discharged by the Strategic Director (People).

### 6.0 Risk Assessment

- 6.1 These proposals for a structure for the People Directorate have been made in the context of the Financial Scenario which the Council has to address.
- 6.2 The proposed structure set out in Appendix One has been put together in the light of a great deal of discussion with relevant officers and stakeholders. It does represent an attempt to keep to the minimum necessary the number of Senior Manager posts:-
- Although they are not similar entities, the current Community Services Department of the County Council has six third-tier Senior Managers reporting to the Director. The proposed structure incorporates just four Heads of Service.
  - In the County Council's Children's Services Department, the Director has four Senior Managers reporting to her. In the proposed structure there are just three managers reporting to the Head of Services for Children and Families.

6.3 The proposed structure has been designed to express four Big Ideas:-

- Collaborating with Health
- Realising the People Concept
- Working Corporately
- Being Transformational

6.4 **Collaborating with Health**

The Primary Care Trust has deliberately been drawn as part of the structure. The PCT Chief Executive will work closely with the Council Chief Executive and the Strategic Director (People). The Director of Public Health will attend meetings of the Management Team chaired by the Council Chief Executive. The Director of Public Health and the Head of Health and Wellbeing Services will work very closely together, as suggested by the linkage between them shown on the chart. One of the key products of that joint work will be a common strategy between the PCT and the Council for improving health and reducing health inequalities.

6.5 **Realising the People Concept**

People's experiences do not fall into the organisational silos which agencies have created over the years. The other cluster shown upon the structure chart captures the requirement that the Head of Services for Children and Families, the PCT Director of Commissioning and the Head of Services for Adults should work together not occasionally but routinely, and that the mechanism of their working should be a Joint Commissioning facility shared by the three of them.

6.6. **Working Corporately**

All Council officers shown on the chart will have corporate as well as Directorate responsibilities. There is a determination to enforce that approach from the very beginning. The Head of Health and Wellbeing post illustrates that point. That post-holder will manage a number of functions for which she or he is directly responsible. However, the activities which contribute to improved Health and Wellbeing are not confined to the People Directorate. They are spread across the whole organisation. One of the jobs of the Head of Health and Wellbeing will be to work corporately in co-ordinating that network of disparate activities towards the two outcomes of improved health and reduced health inequalities.

6.7 **Being Transformational**

The People Directorate will be charged with a huge programme of transformational change. It has to take forward Social Care Redesign in the Adult Social Care area, a programme going through to 2010 and one which will figure prominently in the Council's Comprehensive Area Assessment of that year. One of the expectations is that the Head of Transformation will acquire and share expertise in the area of Lean Systems Thinking.

Transformational work will be needed in pursuing a new direction for Library Services and particularly if it is resolved to establish a provider Trust for the management of Leisure Services. Within Adult Services, direct service provision has deliberately been set apart from commissioning and there is real interest in exploring the case for integration of the Council's Social Care provision within the Community provision of the PCT. The implementation of that would be a massive piece of change work. On top of those agendas the People Directorate will be required to manage two substantial internalisation exercises, in relation to the commissioning of provision for those aged 16 to 19 years and to the services for Adults with Learning Disabilities currently within the NHS locally. No claim is made that the People Directorate will have a monopoly on Transformational change, but what is known about already amounts to a demanding programme over the next three to five years.

- 6.8 In framing these proposals some assumptions have been made about Business Support.
- That it would not be appropriate for the Directorate to have its own Head of Business Support.
  - That a considerable amount of transactional Business Support will be delivered through the proposed Shared Services entity.
  - That some Business Support Services – Finance and Human Resources are obvious examples – may be organised and managed corporately, with particular officers being seconded into the Directorates in order to develop expertise and enhance the quality of the Service.
  - That some Business Support activity will be embedded within the Directorate. The Joint Commissioning facility, for instance, will depend for its effectiveness upon being able to command high quality expertise in the areas of resource mapping, needs analysis, performance and service redesign.
- 6.9 In the context of the Financial Scenario, there is a crucial point about structures and posts which must be emphasised. In a tight financial situation the temptation inevitably is to try to save money on posts by grading them at the lowest possible level. Cheshire East Council faces a big challenge when it comes to recruitment. Recruitment must be seen as one of the Council's survival strategies. It will not prosper unless from the start it equips itself with posts graded at a level which enables it to recruit high calibre managers.
- 6.10 **Appendix Two** contains an introduction to the People Directorate, which outlines some of the thinking which underpins it.

## **7.0 Reasons for Recommendation**

- 7.1 The Council has appointed a Strategic Director – People. There is now an urgent need to agree a Directorate Structure, so that further appointments can be made.

### ***For further information:***

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*Tel No:*

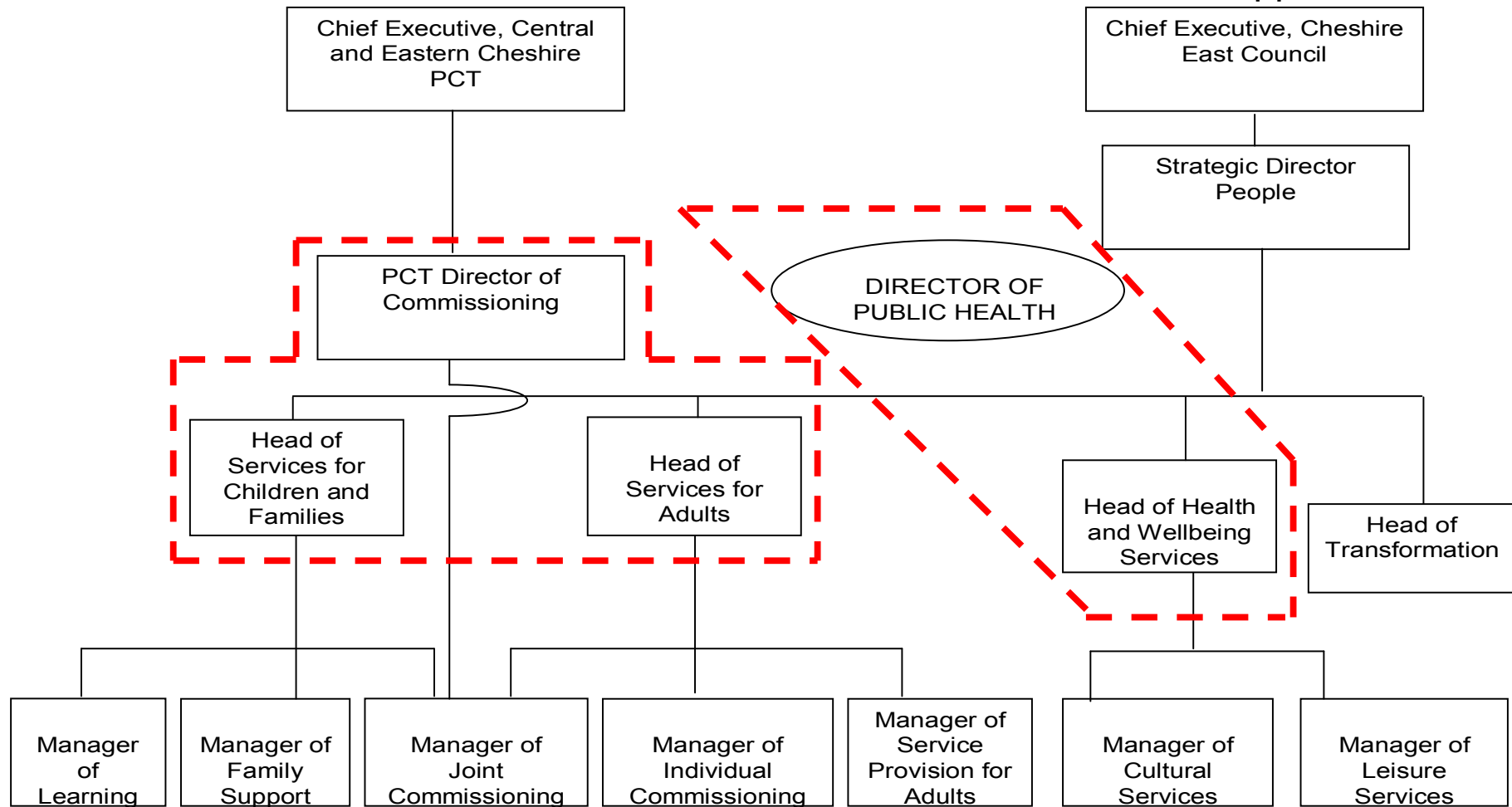
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### ***Background Documents:***

*Documents are available for inspection at:*

## PROPOSED DIRECTORATE STRUCTURE

## Appendix One



## CHESHIRE EAST COUNCIL: THE PEOPLE DIRECTORATE

### Introduction

- The creation by Cheshire East Council of a People Directorate expresses one of its basic ideas – that in setting up a new Local Authority it wants as far as possible to break out of the traditional service categories which tend to express how professionals see the world, and instead to work in ways which more fully reflect how **people experience** the world.
- Inevitably compromises have to be made. Managers and staff have to be recruited to populate new structures, and their careers and competencies will have been shaped by more traditional patterns of organisation and working. However, we are looking for individuals who will demonstrate a commitment to putting the People idea into practice, individuals motivated by a determination to break down and transcend agency and service boundaries in pursuit of achieving the best outcomes for people which our resources permit.
- Another of Cheshire East's basic ideas is **localism**. We are committed to getting the Council to make a real difference at Neighbourhood and Area level. That will involve the devolution of powers and resources. It will involve giving support to local clusters of interests so that they can develop their capacities. It will involve striking the right balance between the big strategies for which the Council will be held to account and the local plans around which communities will come together. It will also require managers and staff to work in more flexible and mobile ways, so that the arena of their activities is the communities which they serve, more than the offices which they use.
- A specific manifestation of the localism idea will be **service integration**. Most people who use services would prefer to find them integrated rather than fragmented by a host of agency and specialism demarcations. We shall be looking hard to pursue integrations wherever they look likely to add value for users. Those integrations will embrace commissioning, service delivery and business support.
- Demarcations exist, of course, within Councils. Another basic idea which we want to implement is that of **thematic working** across the whole Council. Directorates will have huge agendas to take forward, but we shall be looking to define themes and programmes too which span the Directorates. The People Directorate is particularly well placed to contribute positively to realising this idea. The Directorate's Health and Wellbeing Service strand, for example, can and will underpin the efforts of services across the whole Council.
- It is clear that Local Authorities cannot expect to see significant growth in the resources made available to them. The challenge therefore will be to get the greatest possible value out of what is available. That will be the task of **commissioning** and particularly **joint commissioning**. The Council will continue to provide some services, but over time it is likely that the balance of the Council's activities will move more towards commissioning. Given the services which it embraces, the People Directorate will be well placed to contribute to a lot that development.