

**OFFICER DELEGATION SCHEME
RECORD OF DECISION**

TO BE UPLOADED TO THE INTERNET BY DEMOCRATIC SERVICES

Date: 20/6/24	Ref No: 2240
Responsible Officer: Adrian Crook, Director Adult Social Care	
Type of Decision (please refer to MO Guidance):	
Key <input type="checkbox"/>	Non-Key <input checked="" type="checkbox"/>
Freedom of Information Status: <i>(can the report go in the public domain)</i> Not Exempt	
Title/Subject matter: Establish 1 x 1.0 FTE Head of Service at Chief Officer A, to support - Mental Health, Learning Disability, Autism and Emergency Duty Services in Adult Social Care.	
Budget/Strategy/Policy/Compliance:	
(i) Is the decision within an Approved Budget?	Yes
(ii) Is the decision in conflict with the council's policies, strategies or relevant service plans?	No
(iii) Does the decision amend existing or raise new policy issues?	No
(iv) Is the decision significant and/or does it meet the £100,000 threshold for recording?	No

Equality Impact Assessment

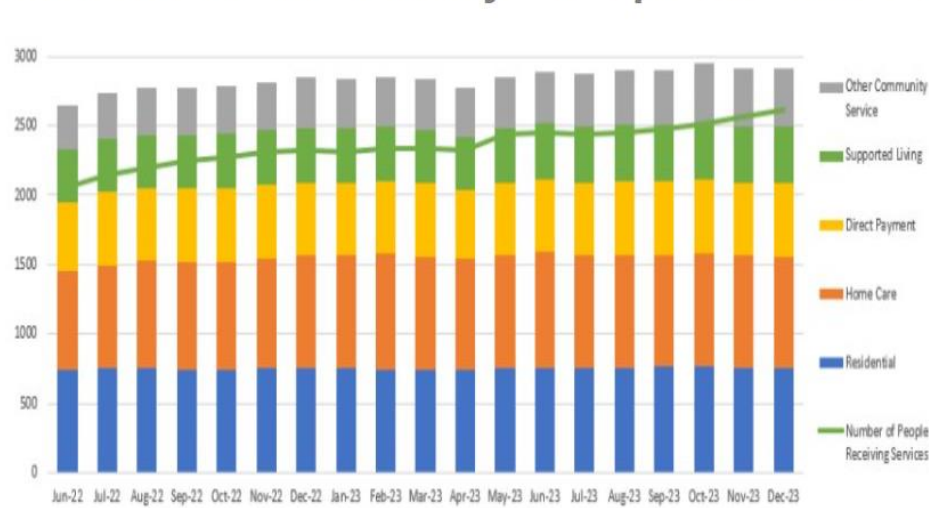
[Does this decision change policy, procedure or working practice or negatively impact on a group of people? **If yes** – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR]

No

Summary:

Bury Council's Adult Social Care department has committed to a significant programme of transformation and improvement. With an ambitious strategic plan, Adult Social Care continues to deliver the Council's statutory duties relating to the delivery of social care to people aged over 18. Adult Social Care has a strong track record in achieving savings supporting Bury's Council's continued financial viability whilst managing increasing demand on its services due to an ageing population, the cost-of-living crisis and increasing complexity in need. The department is also preparing for imminent regulatory inspection by the Care Quality Commission and is embedding redesigned governance arrangements to ensure greater assurance, accountability, and efficiency.

Adult Social Care in Bury – People who use services



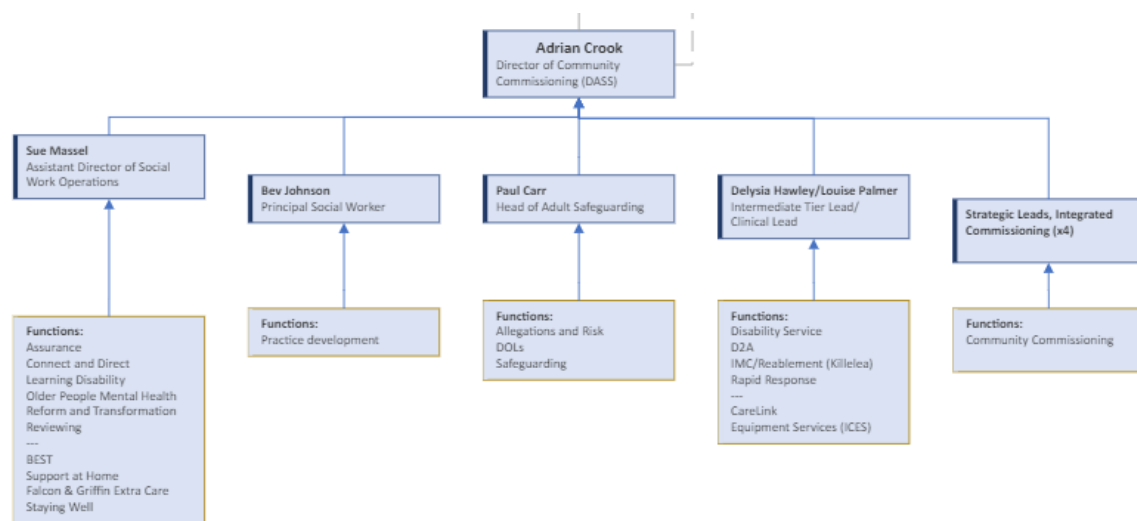
The current Senior Leadership Team (SLT) in Adult Social Care supporting these statutory Social Work functions is one of the smallest in the North West region (per number of residents supported). This creates risks to service improvement and pace of transformation, alongside the risk of not supporting our workforce with sufficient leadership capacity.

At a time of increasing demand for services, the ability of the existing SLT to balance the need to respond to operational 'business as usual' commitments alongside delivery of necessary transformation and improvement becomes less possible.

Currently the Assistant Director Adult Social Care Operations retains responsibility and oversight for 15 social work teams alongside and retains responsibility for the delivery of governance and improvement programmes related to social work services.

Of the 15 social work teams in Adult Social Care the Assistant Director retains 4 direct reports at Team Manager level due to the absence of operational Head of Service and Service Manager posts. In addition, the Assistant Director is responsible for providing support and advice to managers across the integrated health and care management structure who are not social work trained to ensure appropriate performance, support and oversight of the remaining social work teams is assured.

Adult Social Care currently employs 1 Head of Service (Safeguarding) and 1 Principal Social Worker (current post holder retiring July 2024) who report directly to the DASS. This small team are responsible for ensuring all statutory duties relating to adults over 18 are delivered on behalf of the council.



The current leadership structure for social work was recognised via ADASS peer review in February 2023 as insufficient to meet demand and recommendations were put forward to review SLT arrangements in ASC.

It must also be acknowledged that the current Senior Leadership structure in Adult Social Care differs significantly from comparative roles in Children's Services with responsibility for social care practice, where there are 5 Heads of Service covering similar levels of demand with the support of Service Managers between SLT and team manager reports.

To continue to proceed with current SLT arrangements poses significant risks which include:

- Risks of lack of delivery to key improvement and transformation programmes in Adult Social Care (i.e. Preparing for Adulthood, Mental Health transformation, CQC readiness, Autism Strategy) due to need to prioritise day to day operational support by SLT.
- Inability to deliver balanced budgets and savings targets due to lack of appropriate dedicated time to support financial scrutiny by SLT.
- Risks to retention and recruitment of ASC SLT.
- Risk of inadequate rating by CQC due to lack of progress in CQC assurance requirements and insufficient strategic leadership and operational oversight of the social work workforce.

- Risks that team managers are not receiving adequate support, supervision and development creating lack of succession planning and retention at middle management level.
- Poor outcomes both at a strategic and operational level impacting on the delivery of services to the citizens of Bury.

The creation of a Head of Service post to support Mental Health, Learning Disability, Autism and the Emergency Duty Service for both children's and adults is necessary to progress programmes within these specialist areas of Adult Social Care service.

With significant programmes of work relating to core areas of the ASC Strategic Plan across Mental Health, Learning Disability, Autism, and emergency duty services a Head of Service post is required to offset the risks identified from non-delivery and ensure oversight and leadership of key areas of and mitigation of current risks relating to this area on the departmental risk register. Key areas of focus include:

- Senior leadership oversight of performance and assurance relating to Community Mental Health Services, Learning Disability and Autism.
- Support the Living Well transformation programme in conjunction with Pennine Care Foundation Trust
- Ensuring representation by Bury Council in the PCFT and GM DASS Joint Improvement Programme and delivery of associated actions
- Support to the delivery of the Learning Disability Transformation programme
- Lead the the Emergency Duty Service
- Ensure savings targets relating to working age adults are achieved to bring Bury Council in line with comparator authorities.
- Ensure Bury Council is represented and informing delivery plans in the GM programmes for Autism, Learning Disability and Mental Health.
- Leading on the embedding of Preparing For Adulthood Policy and pathways in these service areas.
- Supporting the relocation programme across Pennine Care co located teams to ensure council employees receive appropriate consultation and support in the move to 3KP.
- Leading on the operational delivery of the Autism Strategy and developing service specifications for Adult Social Care
- Supporting the delivery of deliver robust governance and assurance in relation to operational activity within these specialist areas.

Human Resource Comments

The post has an evaluated Job Description and will be advertised in line with the council's recruitment policy.

Financial Comments

The cost of Establishing 1 x 1.0 FTE Head of Service at Chief officer A is £88,406 and is summarised in Table 1 below.

Table 1

Grade	Pay 2024/25	National Insurance	Pension	Total Cost 2024/25 (excludes 2024/25 Pay Award)
CO Band A	67,263	8,026	13,116	88,406

The Head of Service Role is funded from existing budget provision (ASC Development budget) and consequently there is no cost impact to the Council.

As part of the monthly budget monitoring cycle, Finance and Budget holders will track the staffing expenditure linked to the Head of Service role ensuring that all expenditure aligns to the funding provided.

Any financial risks/pressures identified will be highlighted to the Director of Adult Social Services as part of the monthly budget monitoring cycle whereby an action plan will be deployed to mitigate any financial risks/ pressures.

Wards affected: N/A


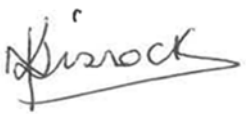
Consultations: N/A



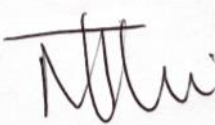
Scrutiny & Review Committee Interest: n/a

Options considered: To continue with current SLT structure – not recommended due to risks identified above.

Decision [*with reasons*]

It is recommended that a new Head of Service post be created to support operational and strategic delivery in relation to complex care (in the specialist services relating to Mental Health, Learning Disability, Autism and Preparing for Adulthood) and Emergency Duty Team

Decision made by:	Signature:	Date:
Executive Director – Health and Adult Care		17 July 2024
Section 151 Officer		16 August 2024

Director of People and Inclusion		21 August 2024
Members Consulted [see note 1 below]		
Cabinet Member		29 August 2024
Lead Member - HR		21 August 2024
Opposition Spokesperson		

Notes

1. Where, in accordance with the requirements of the Officer Delegation Scheme, a Chief Officer consults with the appropriate Cabinet Member they must sign the form so as to confirm that they have been consulted and that they agree with the proposed action. The signature of the Opposition Spokesperson should be obtained if required, to confirm that he/she has been consulted. Please refer to the MO Guidance.
2. **This form must not be used for urgent decisions.**
3. Where there is any doubt, Corporate Directors should err on the side of caution and seek advice from the Council's Monitoring Officer.