

Report to: EXECUTIVE MEMBER FOR ADULT SERVICES
EXECUTIVE MEMBER FOR HUMAN RESOURCES ORGANISATIONAL DEVELOPMENT AND DIVERSITY

Bolton Council

Date: 31st March 2010

Report of: DIRECTOR OF ADULT AND COMMUNITY SERVICES

Report No:

Contact Officer: Tim Bryant – Head of Commissioning

Tele No: 01204335314

Report Title: Commissioning Review Staffing Restructure

Non Confidential: **Non-Confidential)** This report does **not** contain information which warrants its consideration in the absence of the press or members of the public

Recommendations:

The Executive Member for Adult Services is asked to approve the following staffing changes:

- Implement a new staffing structure, roles and responsibilities and assimilation process commencing from April 2010
- Disestablish the vacant posts - Home Care Commissioning Manager, Joint Commissioning Manager Substance Misuse and Social Enterprise Workforce Officer Post from April 1st 2010

Subject to the approval by the Executive Member Human Resources, Organisational Development and Diversity.

Decision:

Signed:

Leader/Executive Member

Monitoring Officer

Date

SUMMARY OF REPORT:

The Adults and Community Services (ACS) Commissioning Review commenced in February 2009. A key part of the Action Plan 2009-2013 included the review of the resources and staffing requirements to deliver World Class Commissioning. This report highlights the context, implications, changes as well as the process for delivering a restructure by April 2010.

The proposals within this report are based on the findings and next steps as highlighted in the Commissioning Review report July 2009:

Summary of Findings:

- ACS has wide range of commissioning staff with variety of expertise and knowledge operating within a diversity of governance and partnership arrangements
- There is a great variance in standards of practice , for example, some intuitive whilst others are more strategic and evidence based
- The department has a good track record to build on; however nationally the changes such as World Class Commissioning are being developed at pace and there is a necessity to ensure ACS keeps up with national regional and local progress.

Next Steps

- Use [National Occupational Standards for Commissioning Procurement and Contracting Training](#) for commissioning staff at all levels.
- To agree new consistent roles and responsibilities for commissioning managers leading to the development of consistent job descriptions. All commissioning managers and associated staff will work within a scheme of delegation.
- To agree to the new commissioning staffing structure which fits with the future governance arrangements.
- To introduce new strategic commissioning planning processes based on a timetable of agreed commissioning strategies with common evidence based methodology for their development.

This report is the first stage in transforming commissioning arrangements and it is anticipated that a routine review of staffing arrangements will ensure ACS will deliver World Class Commissioning.

1.0 BACKGROUND

- 1.1 The Adults and Community Commissioning Review commenced in February 2009. As part of the review process a methodology was developed using an evidence base through research and ensuring key partners input into the review.
- 1.2 The Adults and Community Services Department commissioning is worth around £60 million per annum, covering 650 service contracts and internal services. The external service contracts have a significant impact on Bolton, employing around 3000 staff and delivering care and support to 18000 service users in improving their health and well being.

2.0 Context

- 2.1 The increasing focus on commissioning is reflected in policy and legislation such as NHS World Class Commissioning, Sustainable Communities Act 2007 and a range of supporting statutory guidance. It therefore means we need to take a longer term and more strategic, outcome focussed approach to planning for and delivering services.
- 2.2 Commissioning emphasises the need to engage with communities, understanding what matters to customers and to ensure that investment and service delivery responds appropriately, paying particular attention to individual needs and aspirations. It seeks to improve customer outcomes, making best use of resources.

3.0 Findings and Next Steps

- 3.1 Using a methodology of project initiation, research and design the commissioning review report highlights the following:

Findings:

- ACS has a wide range of commissioning staff with variety of expertise and knowledge
- There is a great variance in standards of practice, for example some intuitive whilst others are more strategic and evidence based
- The department has a good track record, however changes to commissioning are being developed at pace nationally and there is a necessity to ensure we keep up with best practice.

Next Steps Impacting on Staffing Resources :

- Work to a common definition and World Class commissioning competencies
- Introduce [National Occupational Standards for Commissioning Procurement and Contracting Training](#) for the commissioning section.
- To agree new consistent roles and responsibilities for commissioning managers leading to the development of consistent job descriptions.
- To agree to the new commissioning staffing structure which fits with the future governance arrangements and commissioning themes of Specialist, Prevention and Personalisation
- To introduce new strategic commissioning planning processes including agreed timetables, format and common methodologies.

4.0 Evaluation of Future Staffing Requirements

4.1 The following research and evaluation was carried out in order to establish future requirements:

- Examined existing staffing structures against future public sector expectations, contractual requirements, and capacity issues.
- Benchmarked the Bolton ACS staffing structures against other local authorities including Manchester and Lancashire.
- Considered the National Occupational Standards – [National Skills for Care](#)
- Comparison of ACS with the Department of Health [World Class Commissioning Competencies](#)

4.2 The evaluation showed that we need cross cutting and integrated commissioning arrangements and more focus on wider areas of client group need to reduce 'silo' working.

4.3 The new arrangements need to fit with the best practice in relation to the Institute of Public Care (IPC) commissioning cycle - analyse, plan do and review process. This has identified competency gaps such as market development and use of quality and outcomes frameworks.

4.4 Other factors considered include the requirement to make efficiency savings, the capacity to develop commissioning strategies during 2010 and the need to enhance career opportunities within the commissioning section.

5.0 Consultation with Staff

5.1 During the Commissioning Review a structured web based questionnaire was sent to 70 staff involved with commissioning and contracting, both internally and externally.

5.2 During 2009 there were consultation sessions with Commissioning Section staff.

5.3 The formal 6 week consultation period concluded on the 10th January 2010 and the main responses included:

- After consultation meetings both Unison and GMB agreed that there were no substantive issues to be resolved (further information provided in section 10 of this report)
- There were some concerns over Pay & Grading salary protection but the majority of staff are covered under protection arrangements

6.0 Proposals

6.1 Implement a new staffing structure, roles and responsibilities and assimilation process commencing from April 2010 in line with Appendix 2.

- 6.2 The changes in the structure and adjustments to posts would make net savings £77479 2010/11 and £13905 in 2011/12.
- 6.3 Disestablish and delete the following posts - Home Care Commissioning Manager, Joint Commissioning Manager Substance Misuse and Social Enterprise Workforce Officer from 1 April 2010.
- 6.4 Other changes in line with the Council's Policies, including assimilation are:

- **Commissioning Strategy and Market Development Manager Grade 10 (1 XFTE) and Quality and Outcomes Framework Officer Grade 8 (1X FTE).**

These posts will assist with the project management of the commissioning strategy development.

- **Commissioning Managers X 4 FTE (Grade 12) -**

It is proposed that the existing post holders are slotted into the new posts due to their existing grade, skills and experience. This effectively means a rewrite of job descriptions and no change in responsibility.

- **Contract and Procurement Manager X 1 FTE (Grade 11)**

It is proposed that the existing Principal Contract Manager post holder is slotted in. This is consistent with their current post.

- **Social Enterprise, External Funding Commissioning Development Manager 1 X FTE (Grade 9)**

It is proposed the existing Regeneration and Funding Manager post holder will slot into this new generic commissioning post. In this process there will be review of the job description and job evaluation.

- **Contract and Relationship Management Officers 6 X FTE (Grade 7)**

The Contracts and Supporting People Teams currently have 11 staff with a wide variety of job descriptions/roles. The restructure rationalises and creates a two tier team which provides improved clarity of purpose/stronger contract management function. It is proposed that 3 of the existing within Supporting People transfer to these posts in line with their existing evaluated grade. It is proposed that the remaining 3 positions are filled via the recruitment and selection process.

- **Contract and Relationship Support Officer 4.5 X FTE (Grade 6)**

The remaining officers within the Contracts team are already on Grade 6 so this would effectively mean moving to the newly named post with an adjusted job description.

Under this proposal no officer will lose pay as a result of the restructure.

➤ **Administration X 2 FTE**

No changes.

6.6 Other changes - It is proposed that the following posts are maintained although subject to future resource reviews from 2010/11 onwards:

- Home Care Manager– the existing Principal Care Standards Officer (Grade 11) to continue covering this post.
- Home Care Booking staff (Grade 3) - no changes

7.0 FINANCIAL IMPLICATIONS

Savings per annum	2010/11 £77479
	2011/12 £13905

The figures above have been calculated by the Finance Section.

Options and proposals for savings in 2011/12, 2012/13 are in the process of being considered and will be reported to the Executive Member in June 2010.

8.0 EQUALITY IMPACT ASSESSMENT

An initial / screening assessment has been undertaken and concludes that there will be no differential impact from this proposal, in respect of race, gender or disability.

9.0 ENVIRONMENTAL STRATEGY SCREENING

Not applicable

10.0 HUMAN RESOURCE IMPLICATIONS

- 10.1 The re-structure proposals have been developed with the involvement of the HR/OD Business Partner, Adult and Community Services.
- 10.2 During the restructure development process there has been regular formal consultation with the Trade Unions. All issues raised throughout this process have been captured and responded to in the Staff Log
- 10.3 At the final consultation meeting held 21st January 2010 both UNISON and GMB confirmed that they supported the proposals and had no objections.

11.0 COMMUNITY STRATEGY PRIORITIES/ADULT SERVICES OUTCOMES

Please refer to the Commissioning Review Report 1st July 2009.

12.0 PUBLIC INVOLVEMENT

Please refer to the Commissioning Review Report 1st July 2009. Public involvement will be built into the roll out and development of commissioning strategies and plans but not into the resource requirement for the commissioning functions.

13.0 RECOMMENDATIONS

- Implement a new staffing structure, roles and responsibilities and assimilation process commencing from April 2010
- Disestablish the following posts - Home Care Commissioning Manager, Joint Commissioning Manager Substance Misuse and Social Enterprise Workforce Officer from April 1st 2010

Subject to the approval by the Executive Member Human Resources, Organisational Development and Diversity.

APPENDIX 1

Existing Commissioning Section Structure



