

**PEOPLE & COMMUNITIES STAFFING STRUCTURE**

*To:* **Adults Committee**

*Meeting Date:* **9<sup>th</sup> November**

*From:* **Executive Director: People & Communities**

*Electoral division(s):* **All**

*Forward Plan ref:*

*Key decision:*

**No**

*Purpose:* **To outline the current staffing structure and the line management levels across People and Communities directorate**

*Recommendation:* **To update Committee on the current People and Communities staffing structure and the levels of line management**

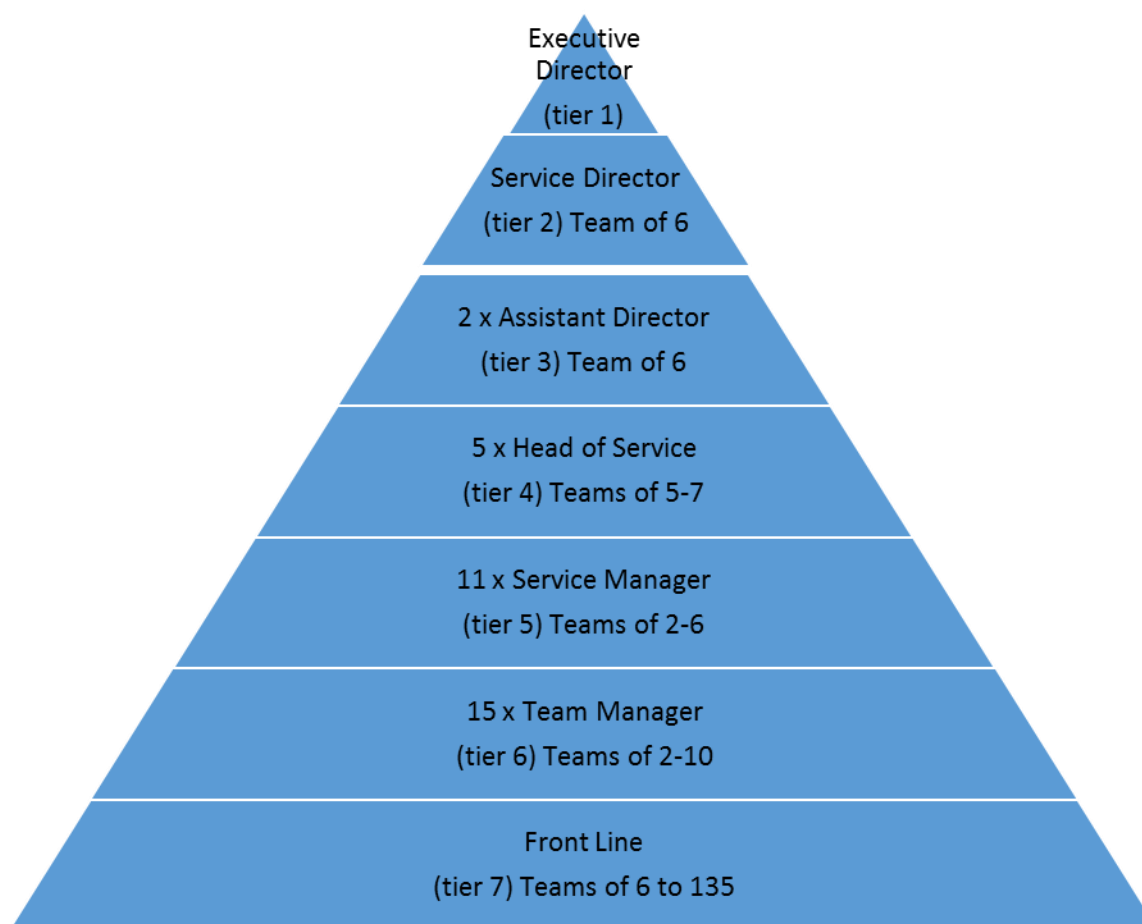
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## **1. BACKGROUND**

- 1.1 Following the previous Committee report in September 2017, this report defines the layers of management within each of the People and Communities service areas (previously Children, Families and Adults). The People and Communities Directorate covers both Cambridgeshire and Peterborough and the management structure reflects the need to ensure appropriate management capacity in both authorities, whilst taking advantage of the efficiencies this joint arrangement enables e.g. one Service Director for each service area, with the cost being shared by Cambridgeshire and Peterborough.
- 1.2 There is a corporate and directorate desire to ensure that management is as lean as possible to enable more resources to be available to deliver front line services. We have identified that for the operational service areas our aim is to have at least five direct reports (DR) per manager unless this is not appropriate given other responsibilities being held by the individual concerned. Where there are less than 5 direct reports, we have provided the rationale. This report details the management spans in each of the service areas and we continue to consider further opportunities to join up strategic management posts across Cambridgeshire and Peterborough e.g Quality Assurance.
- 1.3 The following sections have been divided into the five key service areas outlining the current staffing structure and the levels of line management.

## **2. Adult Services**

- 2.1 The Adults service area was previously made up of two separate service areas- Adult Social Care and Older People and Mental Health. This is now one service area, which is headed up by one Service Director, who also manages Peterborough Adult Services. The cost of the Service Director is shared. It has been identified that there are seven levels within the structure pyramid from the Executive Director: People and Communities to front line staff within Adult Services. The pyramid is shown below with the number of Direct Report to each level noted:



- 2.2 Across Adults and Safeguarding there are a total of 8 Service Areas and there are variations in the structures as a result of a diverse range of functions and two Directorates recently being brought together. In some cases managers have in excess of 5 direct reports (DR), for example in Reablement some managers have up to 25 DR. The table below sets out those posts that do not have 5 or more direct reports and the rationale. It also indicates where work is underway which is likely to result in changes. The role and responsibilities of Service Manager, Team Manager and Senior Social Worker are currently being reviewed to reflect the need to balance complex case work and line management responsibilities.

Service Area	Service Manager (Tier 5)	Team Manager (Tier 6)	Frontline (Tier 7)
<b>Learning Disability Partnership (LDP)</b>  <b>This report only covers CCC employed staff and does not include Health staff that may also be</b>	2 x Service Managers covering operational delivery of integrated health and social care teams across 5 locality areas, one has 2 DR and one has 3DR. These Service Manager's have a broader role in making the integrated Learning Disability Partnership work effectively.	6 x Team Managers, one has 4DR the remainder have 5-6 DR which are a mix of CCC and Health DR.  Team Managers are CQC registered and have day to day responsibility for the delivery of the integrated health and social care services and associated	10 x Senior Social Workers, 6 of these have less than 5 DR, 3 of which are part-time.  The Senior Social Worker post was created to take on complex case management and therefore not

<b>managed as part of the LDP.</b>	1 x Lead Service Manager integration and practice with 3 DR, additional responsibilities for the health aspects of the service and strategic responsibility for adult area of SEND 0-25, as well as being the operational lead for young carers services and autism and adults team.	management responsibilities across both health and social care commissioners and two employing organisations.	appropriate to have a large no. of direct reports.
<b>Learning Disability Provider Services</b>	<p>The service comprises of 11 residential accommodation and 10 day centre schemes</p> <p>8 X CQC Registered Managers. The registered Manager at Larksfield Transition Unit has 1DR; this service generates income to meet costs. The remaining Registered Managers have 3 to 5 DR.</p> <p>It is a CQC requirement to have a Registered Manager for each residential accommodation. This role carries significant responsibilities to meet the needs of the regulator.</p>	<p>40 x Senior Support Workers, 5 of these have less than 5DR, the remainder have 5-11 DR</p> <p>In Day Centre's Senior Support Workers are frontline staff and deliver hands on support to service users in addition to carrying out their line management duties. Seniors also provide the lead during sessions and will plan activities/schedules for the day.</p> <p>In accommodation schemes Seniors are required to provide evening &amp; weekend cover for Registered Managers and this is balanced with fewer DR.</p>	
<b>Physical Disability</b>		<p>1 x Team Manager with 2 DR</p> <p>Through the recent</p>	

		adults consultation alternative management arrangements are being considered for PD which will enable changes to meet the guideline of 5 DR	
<b>Safeguarding and Social Work Practice</b>	<p>Options are currently being explored regarding a shared Principal Social Worker role across CCC and PCC which will have an impact on this structure.</p> <p>5 x Managers focusing on different areas of safeguarding and social work practice. This is not an operational delivery service- it provides expert practice advice to operational teams, with the exception of the Counting Every Adults team where there are 4DR.</p> <p>Mental Capacity Act Manager with 1 DR. Counting Every Adult Project &amp; Development Manager with 4 DR – this could increase once long term funding is agreed for this team. Adult Safeguarding Manager with 1 DR - this will be reviewed and may change dependent on scope of Multi Agency Safeguarding Hub (MASH) Quality Governance &amp; Practice Development Manager with 4 DR -</p>		

	Team expected to expand in the future		
<b>Older People Locality Teams</b>	<p>A total of 4 locality Teams</p> <p>4 x Service Managers (one of which is vacant) with 2-6 DR</p> <p>The 2 largest teams (Hunts and City and South) have a Team Manager in place, the principle responsibility of the Team Manager is to support the work flow and support on day to day decisions.</p> <p>In the smaller teams (East and Fens) the Service Manager does not have a Team Manager and so has more direct reports.</p>	<p>2 Team Managers, one with 3 DR and one with 6 DR.</p> <p>The Hunts Team Manager has 3 DR as the workforce is more stable than in City and South where there are vacancies in the Senior Social Work roles.</p>	<p>15 Senior Social Workers, two have 4 DR, the remainder have 5-8 DR and the number of supervisee's reflect the number of hours worked.</p>
<b>Sensory</b>		<p>1 x Senior Social Worker with 2 DR</p> <p>Structure under review to join Sensory with Assistive Technology &amp; Adult Early Help</p>	<p>1 x Rehab Worker with 3 DR</p> <p>Structure under review to join Sensory with Assistive Technology &amp; Adult Early Help</p>
<b>Discharge Planning</b>	<p>Discharge Planning consists of 2 teams</p> <p>1 X Service Manager with 2DR, currently being filled on an interim basis.</p> <p>2 x Team Managers with 5-6 DR</p> <p>There is a Service Manager in place with two direct reports, however this role takes a strategic</p>	<p>6 x Senior Social, three have 4 DR and, two have 5DR and one has 6DR.</p>	

	management view of the whole Discharge Planning Service and allows for the management of a service with the rapid throughput and the high profile function of DTOC's to be effectively managed. The Service Manager takes direct responsibility for the DTOC validation process and acts as a service lead in relation to DTOC's and participates in a large number of meetings and daily escalation calls with NHS colleagues.		
<b>Reablement</b>	Reablement has in place 2 CQC registered Team Managers for quality assurance and complex case holding. Therefore the role does not have any direct reports		12 Care Co-ordinators with up to 25 DR each  Reablement manages high volumes of Care staff through the role of Care Co-ordinator that line manage up to 25 DR each. This reflects a 7 day, 24 hour shift based service.
<b>Mental Health</b>	This service is delivered by CPFT on behalf of CCC and the structures are set by CPFT within the parameters of the Section 75 agreement. The MH management structure is subject to change in the next 6-9 months		

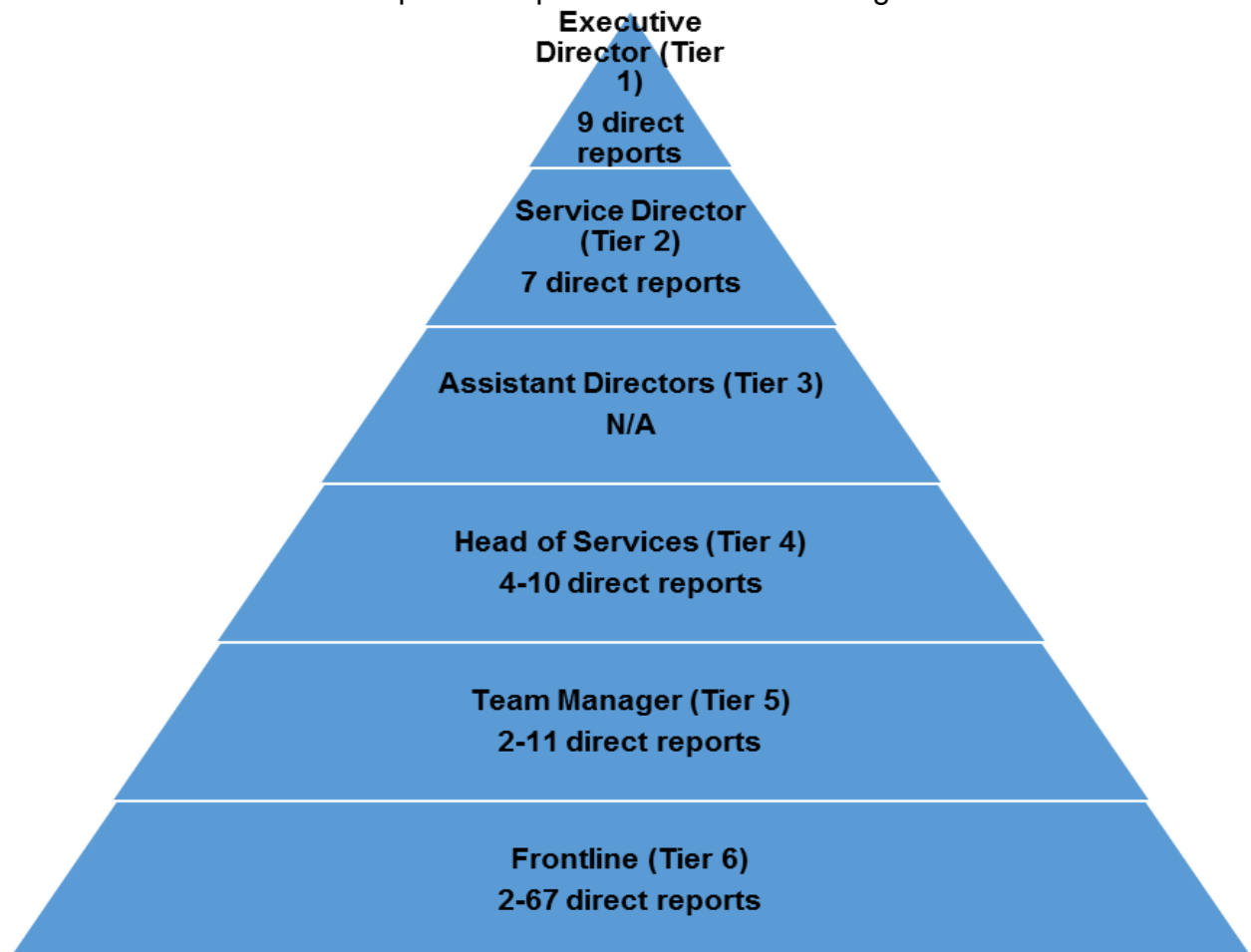
### 3. Learning

3.1 Spans of control in the Learning Directorate are set out in the table below. These figures

include the Catering and Cleaning Service (CCS), which has recently moved to the Resources Directorate but is still recorded as part of People and Communities on the HR System.

We have not recruited to the joint Service Director across Cambridgeshire and Peterborough yet and therefore there is no Assistant Director in post yet and the Service Director is managing all the Head of Service post.

When the new director is in post the spans of control will change.

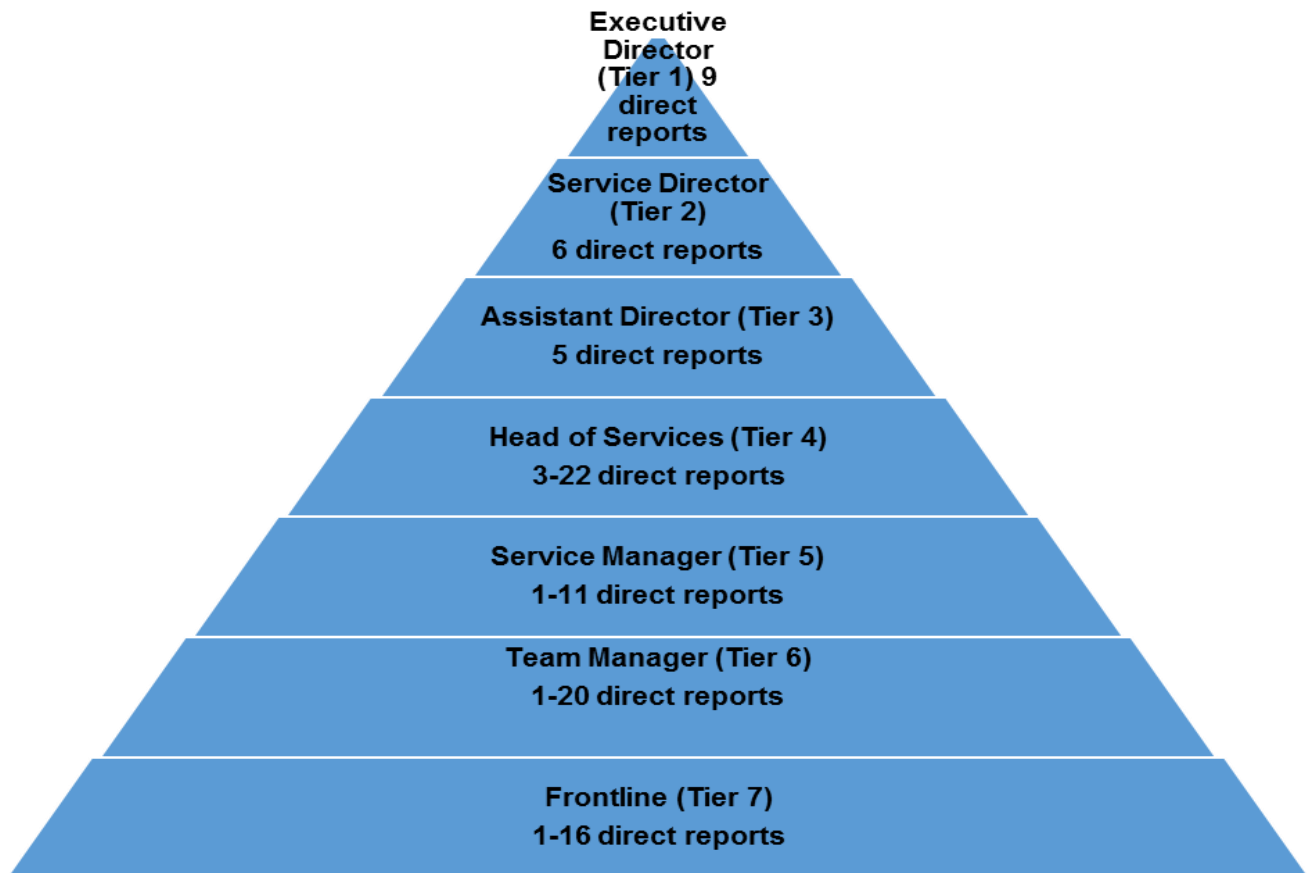


- 3.2
- **The Service Director: Learning.** This post covers Cambridgeshire only, so the Assistant Director role is not yet applicable.
  - **Heads of Service.** The average number of direct reports is six. The variation principally reflects the nature of the Service (some teams are larger than others and vary in their specialist roles, see below).
  - **Team Manager.** The variation reflects principally the specialist nature of many of the roles in the Learning Directorate. For example, the Council employs two specialist advisers to support schools with safeguarding issues, critical incidents and complaints, with the senior adviser line managing his colleague. Both are former headteachers and to give the senior adviser additional direct reports would take him away from the specialist (and statutory) work that he is employed to do.
  - **Front Line.** The variation appears exceptional but is distorted by the employment of seasonal labour in the outdoor education centres which does have a line management structure but is not reflected in the analysis



## 4. Children and Safeguarding

4.1



4.2 **Early Help:** Following the Corporate Capacity Review, Children's Change Programme and Commissioning Review, the majority of county lead roles that existed within Early Help were removed from the structure with key functions remaining with two Head of Services; (north and south) including responsibility for operational practice of early help workers and partnership work with the wider children's work force in the community and voluntary sector. They also lead on the operational work within Children Centres.

**Safeguarding:** Consultant Social Workers have only 4/5 direct reports each and they all carry case work as well as additional responsibilities such as the operational development of practice as service leads in various areas and holding practice workshops. This is also in line with the Unit Model and how the Unit functions.

**Integrated Front Door:** There is a need for Team Managers in the Multi-Agency Safeguarding Hub to have capacity to manage the MASH tray alongside supervision of staff. We have recognised the need for 3 Team Managers in this part of the service to ensure throughput.

The Emergency Duty Team Team Managers have 5 direct reports alongside being available on the rota to complete tasks.

The current Head of Service has 4 direct reports at this time but works in a service area that covers a high volume of work and multi- agency interfacing.

### **Countywide / LAC:**

This service is delivering services to 500+ young people, many with complex needs and therefore some management roles are line managing less than 6. There are also developmental aspects to these roles including sole lead responsibility for development of care leaving services and contribution to corporate parenting; project delivery responsibility in setting up and delivering the Hub (No Wrong Door) way of working; setting up new contact service with service and practice standards and oversees delivery of a countywide service from (currently) 22 locations.

**Partnership & Quality Assurance:** The Quality Assurance service has additional roles and responsibilities that are different to Social Work practice. The Principal Social Worker (statutory role) is a crucial practice role, therefore not suitable to supervise staff and ensures they can remain independent. The current Head of Service has 5 direct reports but has responsibility for Missing and Sexually Exploited (MASE), Simplify to Succeed, Local Safeguarding Children's Board (LSCB) and sub groups, Multi-agency Safeguarding Hub (MASH) governance, agency decision maker (viability and concurrency) and deputies for the Assistant Director Threshold and Resources Panel (TARP) and Permanency Quality Assurance Meetings (PQAM).

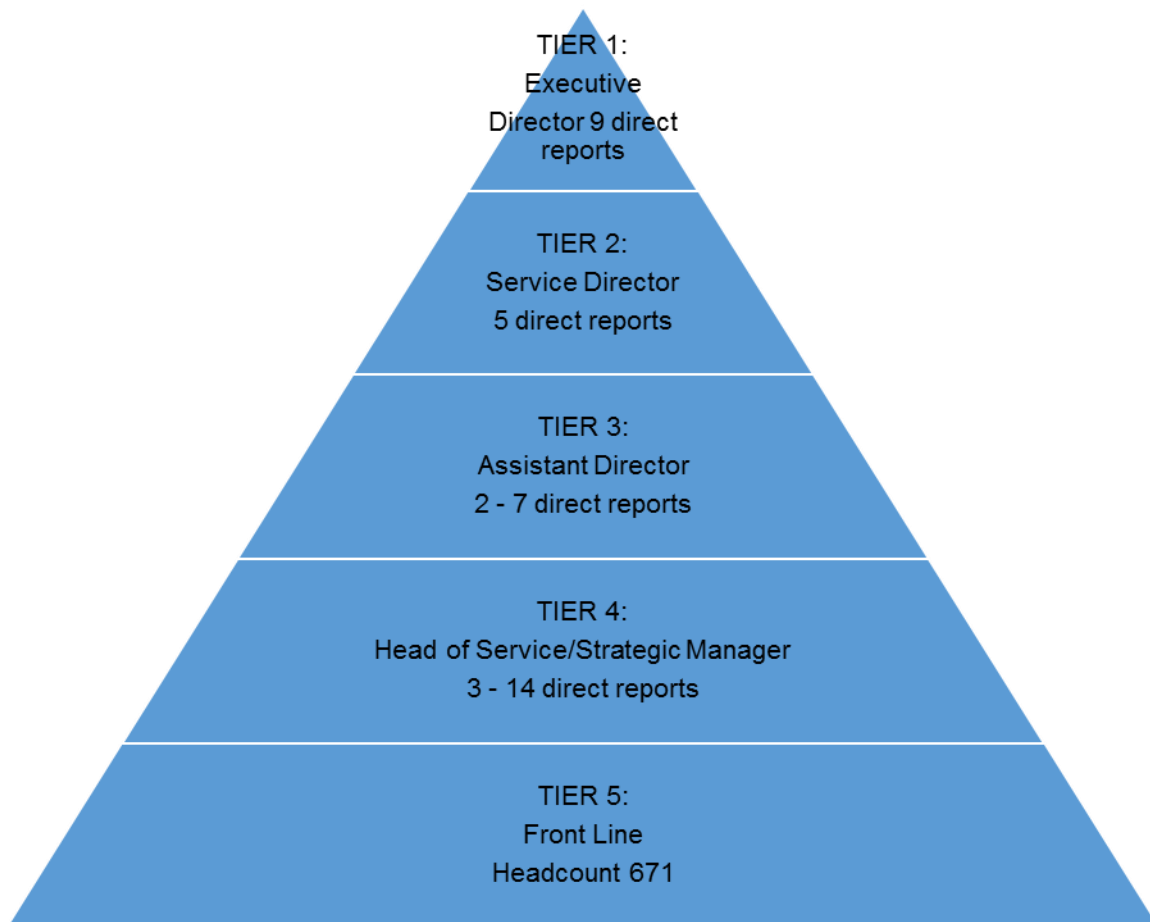
**Business Support:** We are currently looking at supervision arrangements and moving staff around. Sometimes some staff only have a few direct reports, because they haven't got a large team to support, but you need a certain level of cover at a senior level and to be able to perform the tasks at this level. However, we are currently working on a proposal for how the Business Support Structure will look (by November) and we will be looking at all supervision arrangements.

## **5. Commissioning**

- 5.1 Commissioning comprises of three key areas; Access to Resources, contracts and quality improvement; Adult and Children Commissioning; Transformation and Programmes (driving delivery of savings) – Increasingly this area of service is shared across Cambridgeshire and Peterborough which is driving further efficiencies in staff costs as well as enabling greater opportunities to jointly commission driving down costs of services and creating more capacity in the market.
- 5.3 The structure operates from only 5 tiers and as line management is bedding down, there is further potential to scope sharing management and commissioning officers with Peterborough.

## **6. Community and Safety**

- 6.1 The information gathered has been used to create a structure pyramid for the Communities and Safety Directorate; the numbers shown beneath each tier are the minimum and maximum direct reports to that level.



6.2 The Communities and Safety directorate operates a shared management structure across Cambridgeshire and Peterborough at tiers 2 and 3 (with the exception currently of the Head of Performance and Informatics). So the cost of these posts are shared. The information gathered has highlighted a number of exceptions to the desired number of direct reports:

### 6.3 TIER 3

- The Assistant Director for Community Safety, Prevention and Enforcement, the Assistant Director for Housing, Communities and Youth, and the Assistant Director for Skills and Employment have between 6 and 7 direct reports. The Assistant Director for Skills and Employment is also the Principal of City College Peterborough.
- The more specialist posts of Head of Performance and Informatics and Head of Community Cohesion have between 2 and 5 direct reports respectively.
- The Head of Community Cohesion is a direct report to the Service Director given the highly specialist and sensitive nature of his work. His work is focussed on intensive direct engagement with community and faith leaders, and on brokering relationships between faith leaders and senior public sector leaders.
- The Head of Performance and Informatics is a corporate role in Peterborough (i.e. it

supports the whole council). Work is underway to review this service, with a view to seeking stronger alignment with other specialist functions and/or between Cambridgeshire and Peterborough. It is anticipated that this will increase the number of direct reports for that post.

#### **6.4 TIER 4**

- The number of direct reports to tier 4 managers in both the Housing, Communities and Youth department and the Community Safety, Prevention and Enforcement department is between 6 and 14 (with the exception of a co-located fire service manager who has 4 direct reports – their primary focus is on arson reduction and fire prevention).
- As described above the number of direct reports to the Head of Community Cohesion is 2. For similar reasons to those described above the number of direct reports to the Assistant Cohesion Manager is 3.
- The number of direct reports to tier 4 managers in the Skills and Employment department is currently between 3 and 5. A full review of this service is underway following the transfer of the Head of Learning and Skills for Cambridgeshire to this department.
- The number of direct reports to tier 4 managers in the Performance and Informatics department is between 2 and 5. As described above however this service is also subject to a major review.

## **2. ALIGNMENT WITH CORPORATE PRIORITIES**

### **2.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

### **2.2 Helping people live healthy and independent lives**

Our desire to provide lean management ensures maximum resources are targeted at front line delivery to support people to live healthy and independent lives.

### **2.3 Supporting and protecting vulnerable people**

Our desire to provide lean management ensures maximum resources are targeted at front line delivery to support vulnerable people.

## **3. SIGNIFICANT IMPLICATIONS**

### **3.1 Resource Implications**

Significant savings have been made on Heads of Service roles across P & C as part of the recent changes in People and Communities (CFA). As the shared arrangements with Cambridgeshire and Peterborough develop further there will be more opportunities for some

further shared arrangements leading to reductions in management and other back office costs.

### **3.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications.

### **3.3 Statutory, Legal and Risk Implications**

There are no significant implications.

### **3.4 Equality and Diversity Implications**

There are no significant implications.

### **3.5 Engagement and Communications Implications**

There are no significant implications.

### **3.6 Localism and Local Member Involvement**

There are no significant implications.

### **3.7 Public Health Implications**

There are no significant implications.

<b>Source Documents</b>	<b>Location</b>
Appendix 1 – People & Communities Structure Chart	Attached