

**Association of Directors of Social Services
Memorandum of Co-operation: Core standards and remuneration range
for the use of interim managers and consultants across the South East region**

1.0 Introduction

At the branch meeting in January 2018, DASSs discussed their response to a request across the South East region for rates paid over the past 12 months for the use of interim managers and consultants. DASSs asked for follow-up work to identify a common set of standards for recruitment including options for remuneration across the different categories of interim management and consultant roles to inform discussion at the branch meeting on 18th May 2018.

The purpose of this work is to attempt to equalise and control expenditure by councils in the South East on the use of interim managers and consultants; for councils in the region to take a more active commissioning role and not just respond to the market. DASSs considered and agreed this Memorandum of Co-operation (MoC) which provides a pay range for new interim management and consultant appointments in the South East region.

DASSs will review the effectiveness of this MoC after an interval of six months and again after a year in May 2019 following this agreement. DASSs will consider whether this MoC is helping to manage the market across the region for interim management and consultant appointments.

This MoC will form part of the overarching Memorandum of Understanding for South East ADASS. It follows a regional MoC for the adult social care workforce agreed in May 2017.

2.0 Scope

DASSs from the Isle of Wight Council and Reading Borough Council have led this work for South East ADASS with support from the Regional Lead. In discussion, lead DASSs recognised the need to differentiate between remuneration of interim senior managers with budgetary and/or staff performance responsibility and consultants used to undertake diagnostic work, including programme transformation.

The regional Workforce Group provided job descriptions (JDs) for a range of recently advertised positions across second and third tier roles. These JDs covered county council and unitary authority appointments.

This MoC defines core standards and a remuneration range for the following categories of interim managers and consultants:

- Assistant Director/Deputy Director/Head of Service
- Service/Operations Manager
- Transformation Programme Lead
- Project Manager

3.0 Core Standards and Remuneration Range

Lead DASSs have defined the essential task and experience of interim managers and consultants across a number of categories. A remuneration range is included in the tables below:

A) Role: Assistant Director/Deputy Director/Head of Service (tier 2)

Task to:

- demonstrate leadership of the organisation, to set strategic direction and deliver its outcomes under the overall direction of the DASS
- develop and implement strategic approaches across the council and with partners
- functionally manage a team/s including effective monitoring and performance review
- hold significant budget responsibility
- work across boundaries and be part of management structures covering health and social care

Experience

- extensive leadership and senior management experience, strong competence around adult social care
- demonstrable ability to develop effective working relationships with partners, politicians and practitioners
- excellent stakeholder management ability including strong communication and presentations skills
- able to deputise for the DASS as required.

Remuneration Range

Current range in the South East £560 - £704 per day. Expenses for accommodation, food and travel can be additional payments.

Range: up to a maximum of £700/day plus reasonable accommodation, food and travel costs

B) Role: Service/Operations Manager (tier 3)

Task

- member of the senior management team
- day to day leadership and management of operational services reporting to an AD/DD/Head of Service
- budget management and monitoring responsibility for those services which are directly managed
- line management, performance review and staff development responsibility

Experience

- demonstrable experience in managing operational teams in an adult social care setting
- track record of ensuring statutory requirements are met

Remuneration Range

Current range in the South East £400 - £620 per day. Expenses for accommodation, food and travel can be additional payments.

Range: up to a maximum of £600/day plus reasonable accommodation, food and travel costs

C) Role: Transformation Programme Lead or Project Manager

Task

- a specific piece of work designed to analyse, assess and make recommendations for improved outcomes, efficiency or effectiveness
- the work results in a final report or presentation with clear recommendations for action
- the work has a distinct beginning and an end; it is not on-going interim management and therefore it is unlikely that the consultant would be a member of the senior management team with any budgetary and/or staff performance responsibility

Experience

- a track record of review and delivery
- expertise working with partners and politicians, as well as practitioners

Remuneration Range

Current range £425 - £754 per day. Expenses for accommodation, food and travel can be additional payments.

Range: up to a maximum of £700/day plus reasonable accommodation, food and travel costs