

WIRRAL COUNCIL

CABINET: 20 SEPTEMBER 2007

REPORT OF THE DIRECTOR OF ADULT SOCIAL SERVICES

## **INTERIM MANAGEMENT ARRANGEMENTS FOR THE DEPARTMENT OF ADULT SOCIAL SERVICES**

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### ***Executive Summary***

*This report outlines the interim management arrangements which are proposed by the Department of Adult Social Services in order to respond effectively to the National direction of Social Care. This involves a key decision which was first identified in the Forward Plan dated 1<sup>st</sup> September 2007.*

### **1 Background**

- 1.1 A number of National policy drivers have been released which will shape the future of Adult Social Care Services. They emphasise the need to enable people towards independent living, to be able to make choices over the care they receive and to retain independence and dignity as far as possible at each stage of their lives. They affect every group of people who use services, whatever their prevailing need or age group
- 1.2 There is an emphasis on the need to work across all statutory services for the benefit of the most vulnerable people in the community, with a particular need to work closely with local Health Services, through shared resources which can include assessment processes, joint appointments and integrated services.
- 1.3 Amongst people who receive social care, there is a demand that needs should be met using a more personalised approach, exemplified by the National pilot schemes for individualised budgets.
- 1.4 A strong emphasis on making services more efficient and on measuring, not only the outputs, but also the effectiveness of services is also a part of the developing agenda.

### **2 Introduction**

- 2.1 Several local developments are also instrumental in the need to re-examine Departmental management arrangements.
- 2.2 The formation of a single Wirral Primary Care Trust has enabled local Health Services to make efficiency in certain areas of work and to examine the strategic direction of the organisation. This brings new opportunities for partnership working, such as joint commissioning, governance and for operational integration, such as the Single Assessment Process. This is enhanced by the appointment of the joint Director of Public Health, who

works between the Local Authority and the PCT and which raises the profile of the duty of wellbeing.

- 2.3 The Local Authority has embarked upon its transformational change programme in order to improve efficiency and effectiveness. This takes a project management methodology and challenges each Department to consider different ways of working to improve services to the public. Each part of the Department of Adult Social Services (DASS) is working towards the completion of projects using the Corporate transformational change model in order to clarify objectives and realise efficiencies. There are nearly forty projects in operation at the moment under four main headings: Business Processes; Referral Assessment and Care Management; Commissioning, Health and Wellbeing; and Enablement.
- 2.4 The National CSED (Care Services Efficiency Delivery) carried out a project in 2006/07 across the North West, of which Wirral was one of four pilot sites. This project concentrated on the analysis of all care management processes and has made a series of recommendations for streamlining these, the most significant of which is that all referral assessment and care management services be brought together in order to implement the necessary changes.
- 2.5 Throughout 2006 and 2007, the Department embarked upon an ambitious plan to review all existing policies. These were crystallised into eight policy areas:
- Valuing Diversity
  - Involving People
  - Accessing Services
  - Managing Human Resources
  - Managing Resources
  - Managing Information and Knowledge
  - Managing Health, Safety and Risk
  - Managing Significant Events

Stakeholders from a range of backgrounds were involved in the process and included people who use services, carers and local community groups. The policies will underline each project, which will also undertake an equality impact assessment.

- 2.6 Using National policy context, the transformational change model, the policy areas and the CSED work as a basis, the separate functions of the Department are being examined to see how they can be developed to meet future organisational need.

### **3 Departmental Interim Arrangements**

- 3.1 In order to move forward to meet challenges outlined in Section 2, the Department has made some interim developments, which splits its functions into four main project areas and which will use the project management approach as a means of tracking progress and evaluating success.

- 3.2 Commissioning, Health and Wellbeing will include work with public health and other partners in order to develop the wellbeing agenda. The workstreams within this project include joint commissioning, the joint Strategic Needs Assessment, communication, early intervention, policy and planning and joint governance and partnership arrangements.
- 3.3 Referral, Assessment and Care Management will make fundamental changes in the care management processes within the Department, using a series of workstreams, including information, access and screening; intake and assessment; care management; human resources; demand and costs; and empowerment.
- 3.4 Business processes includes the finance and support functions and will concentrate on the areas of work which enable the operational functions of the Department to run smoothly. The workstreams will include e-monitoring of Home Care; the Electronic Social Care Record and the SWIFT financial module.
- 3.5 Enablement is the key project for directly provided care services, concentrating on a move away from a crisis driven long term dependence towards interventions which may be time limited and which promote the independence of people who use the services. The workstreams include home care enablement; capital strategy; employment projects and transport enablement.

#### **4 Conclusion**

- 4.1 The project areas emphasise common interest, bringing together functions which have been managed in different parts of the Department.
- 4.2 The projects all have the same central theme, which is a move towards independence where possible, an increased ability to make real choices which promote integration, retaining dignity until the end of life and, in all cases, placing the person who uses the service at the centre.
- 4.3 The appointment of a new Director of Adult Social Services will now provide the clarity of leadership required for this next phase of development.

#### **5 Financial Implications**

- 5.1 All appointments have been made on an interim basis until March 2008 only.
- 5.2 The developments to the Department will be delivered from within the budget, with every opportunity being taken through the change process to capture efficiencies.

#### **6 Staffing Implications**

All interim arrangements have been made using secondment agreements for existing staff.

## **7 Equal Opportunities Implications**

People who use services of the Department are the most vulnerable in Wirral. These developments will promote their inclusion.

## **8 Community Safety Implications**

Development of working in partnership with other agencies raises the profile of vulnerable people and helps to ensure their safety in the community.

## **9 Local Agenda 21 Implications**

This arrangement will promote community involvement.

## **10 Planning Implications**

None

## **11 Anti Poverty Implications**

Department of Adult Social Services works with others to ensure the income levels of all people and, in particular, people who use services.

## **12 Social Inclusion Implications**

The interim management arrangements will enable the Department of Adult Social Services to take a central role in the promotion of social inclusion.

## **13 Local Member Support Implications**

Developments cover the whole of Wirral.

## **14 Background Papers**

Report to Adult Services Member Reference Group 27<sup>th</sup> June 2007.

## **15 Recommendations**

That the interim management arrangements that have been put in place to meet the needs of vulnerable people be noted and agreed.

**Kevin Miller**  
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