

WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE

29 SEPTEMBER 2011

SUBJECT:	RESTRUCTURE OF THE ADULT SOCIAL SERVICES DEPARTMENT
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF ADULT SOCIAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR ADRIAN JONES
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This purpose of this report is to inform Members of the changes within the Department of Adult Social Services following the Early Voluntary Retirement and Voluntary Severance exercise (EVR/VS), and the proposed restructure of the Department.
- 1.2 The Cabinet received a report at its meeting on 22 September 2011 outlining restructuring proposals for the Department of Adult Social Services in which it recommended that The Employment and Appointments Committee approve the establishment of a number of posts that are above spinal column point 49.

2.0 RECOMMENDATION/S

Members are requested to:

- 2.1 Approve the re-structuring of the Department of Adult Social Services from four Branch Service Areas to five Branch Service areas, including the creation of the Joint Safeguarding Adults and Children branch with the Department of Children and Young People.

Current Branch Service Areas	Proposed Branch Service Areas
Access and Assessment	Personal Assessment and Planning
Direct Locality and Support	Personal Support
Integrated Communities and Wellbeing	Community Services
Finance and Performance	Finance and Performance
	Safeguarding Adults and Children (Joint post with CYPD)

The structure of the department prior to the EVR/VS exercise is attached at Appendix one and the structure following the EVR/VS exercise is attached in Appendix two. The proposed structure of the department is attached at Appendix three.

- 2.2 To approve the following establishment of posts above SCP 49, and the deletion of one post above SCP 49 as outlined in the report.

2.2.1 Strategic Management team

- (i) Establishment of the interim Head of Adults' Service provision now to be re-designated to Head of Personal Support post DCO3 (£66,017 – £73,352) on a permanent basis.
- (ii) Establishment of the post of interim Head of Safeguarding post DCO3 (£66,017 – £73,352) on a permanent basis. This post is to be 50% funded from Adult Social Services and 50% funded from Children and Young People's Department.
- (iii) The permanent appointments of the current post holders to the above positions as detailed in Appendix four shown as an exempt item.

2.2.2 Personal Assessment and Planning

- (i) New post of Principal Manager – Regaining Independence EPO6 to be established (£43,900 - £46,423)

2.2.3 Personal Support Branch

- (i) New post of Principal Manager – Support Provision EPO6 to be established (£43,900 - £46,423)
- (ii) New post of Principal Manager – Specialist Needs EPO10 to be established (£47,297 - £49,827)

2.2.4 Community Services

- (i) New post of Principal Manager – Early Support and Advice EPO6 to be established (£43,900 - £46,423)
- (ii) Post of Integrated Commissioning Manager EPO6 to be deleted (£43,900 - £46,423)

2.3 To appoint on a permanent basis to the two Head of Services positions, currently filled on an interim basis, the details of which are shown in exempt Appendix Four.

2.4 To note that a delegated report will be presented to the Chief Executive, Director of Finance and Head of HR/OD proposing to establish 31.3 posts below spinal column point 49 and delete a further 14 posts as part of the overall restructure of the Department.

3.0 REASONS FOR RECOMMENDATION/S

3.1 Following the completion of the Council's EVR/Severance exercise the Department has reduced costs by nearly £690,000 and reduced the total establishment by 445.1 FTE (473 post holders). To facilitate these reductions the Department has reviewed how its services are provided which are reflected in a revised structure (see appendix 3) which was proposed to Cabinet at its meeting on 22 September 2011.

3.2 The need to strengthen Adult Social Care practise following the critical CQC inspection in September 2011 and subsequent adverse national assessment of department, which outlined significant performance issues. Robust plans have since been put in place to address these issues, with improvements being delivered.

3.3 The Employment and Appointments Committee approved on 23 March 2011, interim management arrangements proposed by the interim Director of Adult Social Services, for the Department to enable the Council to respond to the requirements for performance improvement and change. These interim arrangements included the establishment of an interim Head of Adults' Service provision and an interim Head of Safeguarding (joint post with CYPD) until December 2011.

3.4 The changes proposed in the Department are based on three principals:

3.4.1 Local Services

Services are delivered where possible close to where people live. The more "universal" the service is, the more likely it is to be delivered in localities whereas "specialist" or low incidence services are more likely to be organised borough-wide. In this case, "localities" will be best aligned with local democratic boundaries.

3.4.2 Integration

Services are most effective when they are planned, managed and delivered in an integrated way by multi-disciplinary teams across social care, health, the voluntary sector and other professions. This integrated work is most effective when teams are co-located.

3.4.3 Personalisation

Services need to follow the views, choices and assessed needs of users. This means that services will need to adapt and be flexible. It also means that users and carers should feel that there is a team supporting them with a key lead professional linking with them to make sure that services follow their needs.

4.0 SPECIFIC PROPOSALS FOR THE RESTRUCTURE OF ADULT SOCIAL SERVICES DEPARTMENT

4.1 The Department currently has the following 4 branches:

Access and Assessment
Direct Locality and Support
Integrated Communities and Wellbeing
Finance and Performance

4.2 Due to the issues highlighted in paragraph 3 above it is proposed that the Department now consists of five branches, which are structured as follows:

4.2.1 Personal Assessment and Planning Branch consisting of

(i) Localities based teams which are integrated and multidisciplinary, focusing on locally delivered services with a strong interface with local

communities, primary care teams and general practices. The range of functions carried out by these teams is:

- First contact/ Referral / Emergency Out of hours response
- Screening, initial assessment and regaining independence
- Assessment and support
- Review of support plan, case and project work

- (ii) Regaining Independence team which provide support to people who might need admission to hospital but recovery or management of their condition is expected and, with support, the person will be able to return to independent life. The team works with partners to minimize the need for admission, to support the person through hospital to discharge and to enable them to regain the skills needed for independent life. There is particular focus on frail old people, people experiencing one or a number health needs including orthopaedic problems, dementia, acute cardiovascular problems and stroke.

4.2.1 Personal Support Branch consisting of

- (i) The Support Provision and Specialist needs services (Mental Health and Learning Disabilities). These teams help people to plan to meet their support needs and to make choices. They ensure that provision is in place to meet those needs and choices.

4.2.2 Community Services Branch consisting of

- (i) The Early Support and Advice services and the Market Management and Development Services. These teams ensure that the correct information and advice is available for service users, potential service users and Carers.

4.2.3 Finance and Performance Branch consisting of

- (i) The Commissioning Support Services and Finance and Performance services that support the commissioning process across the department. They also identify need and allocate and control the resources to meet that need.

4.2.4 Safeguarding Adults and Children Branch consisting of

- (i) The Safeguarding services and complaints unit. These teams are responsible for keeping vulnerable people safe from harm. They are managed jointly with Children and Young People's Services. It involves leadership of work across the partnership of public, private and voluntary sector organizations in Wirral.

- 4.3 In order to facilitate the changes to the staffing structure to deliver more appropriate services within the revised structure outlined above it is proposed to establish a total of 37.8 posts and delete 16 posts. Under the scheme of delegation a report will be considered by the Chief Executive, the Director of Finance and the Head of HR/OD establishing 31.8 posts below spinal column point 49 and deleting 15 posts.

It is also recommended that the following changes in posts that are above spinal column point 49 are approved:

4.3.1 Strategic Leadership Team it is proposed to permanently establish 2 posts:

(i) **Head of Personal Support**

The Head of Personal Support is an essential role required to strategically lead and manage the teams within the branch of Personal Support. This is a vital role to ensure that the work commenced with service users having their personal budgets continues. The role is essential to ensure that the choice the Council offers is real, and that services are available that meet users expectations and needs. With personalisation people have much more choice in how they spend their personal budgets, it is therefore essential that this post-holder drives this work forward and ensures that we work also with the market in developing new and innovative options for service users.

Within the interim arrangements this post is Head of Service level, and in order to strengthen the Strategic Leadership Team and deliver the required outcomes it is proposed to now establish this on a permanent basis DCO3 (£66,017 – £73,352). The post is currently filled on a fixed term basis.

(ii) **Head of Joint Adults and Children's Safeguarding**

The Committee previously approved the creation of an interim post of Joint Adults and Children's Safeguarding, with the department of Children and Young People. This post has been essential to ensure the practice of safeguarding is delivered to a high standard, and significant improvements have been made to drive up this level of improvement.

Within the interim arrangements this post is Head of Service level, and in order to strengthen the Strategic Leadership team and deliver the required outcomes it is proposed to now establish this on a permanent basis DCO3 (£66,017 – £73,352). This post is occupied by a permanent employee; therefore it is proposed to assimilate the current post holder into this established post.

This post is to be funded 50% from Adult Social Services and 50% from Children and Young People's Department.

The proposals for the appointment of the posts are outlined in Exempt Appendix 4.

4.3.2 Personal Assessment and Planning Branch

Within the Personal Assessment and Planning branch it is proposed to create the following new posts:

(i) **Principal Manager – Regaining Independence EPO6**

It is proposed to create a new post of Principal Manager EPO6 to lead and manage this team. The post-holder will provide strategic

leadership to the team to ensure effective working with partners to deliver the support required to people using the service.

The post is required to manage a number of Service Managers and staff within the service to ensure all performance management targets are met and all team members deliver to their objectives. It is proposed that this post is established at EPO6 (£43,900 - £46,423).

4.3.3 Personal Support Branch

Within the Personal Support branch it is proposed to create the following new posts:

(i) **Principal Manager - Support Provision EPO6**

It is proposed to create a new post of Principal Manager EPO6 to lead and manage this team. The post-holder will provide strategic leadership to the team to ensure that the outcomes of personal support planning work is undertaken to make sure that services are available locally to meet people's choices and needs. The post is required to manage a number of Service Managers and staff within the service to ensure all performance management targets are met and all team members deliver to their objectives.

The post-holder will be responsible for the overall delivery of the in-house provision of day centres and other day services. It will be essential for the post-holder to deliver high quality services to meet user requirements and develop new services to ensure that the Council continues to provide services of choice to service users. It is proposed that this post is established at EPO6 (£43,900 - £46,423).

(ii) **Principal Manager - Specialist Needs EPO10**

It is proposed to create a new post of Principal Manager to lead and manage this team. The post-holder will provide strategic leadership to the team to ensure that the team organises and co-ordinates the arrangements of a range of specialist activity for adults with mental health and learning disabilities. The post is required to manage a number of Service Managers and staff within the service to ensure all performance management targets are met and all team members deliver to their objectives.

The post-holder will drive the development and commissioning of services for adults with mental health and learning disabilities including new personalised models of support. The post-holder will ensure that the Council meets its statutory responsibilities under the Mental Health Act and Mental Capacity Act. It is proposed that this post is established at EPO10 (£47,297 - £49,827).

4.3.4 Community Services Branch:

Within the Community Services branch it is proposed to create a number of new posts and re-grade and re-designate other posts:

(i) **Principal Manager Early Support and Advice EPO6**

It is proposed to re-grade and re-designate the post of Service Manager (Community and Wellbeing) to Principal Manager Early Support and Advice. The post-holder will lead and manage the early support and advice teams.

The Principal Manager post will provide strategic leadership to the teams to ensure that the team drives forward the support for users to ensure that they can live independently. The post is required to manage a number of Service Managers and staff within the service to ensure all performance management targets are met and all team members deliver to their objectives.

The post-holder will be required to develop the range and capacity of the services, including development of the range and advice is made available to people, in conjunction with partners within Public Health. The post-holder will be responsible for initiating and developing links with the community to ensure that support is provided to help people live independently. It is proposed that this post is established at EPO6 (£43,900 - £46,423).

A Service Manager post (below SCP 49) is being deleted to part finance the cost of this post. As the current post holders post is being deleted, it is proposed that the employee will be assimilated this post.

- 4.4 In addition it is proposed to delete one of the two Integrated Commissioning Manager EPO6 posts, within the Department. The post is currently vacant and there are no plans to fill this post. The funding for the post will be used to finance the restructure.

5.0 BACKGROUND AND KEY ISSUES

- 5.1 Further information relating to the proposals is contained within relevant appendices as detailed in the Appendices section.

6.0 RELEVANT RISKS

- 6.1 Failure to fully implement the recommendations may result in the Department not having a structure that is suitable for the demands placed upon it.

7.0 OTHER OPTIONS CONSIDERED

- 7.1 Not applicable.

8.0 CONSULTATION

- 8.1 Consultation with recognised trade unions has commenced and is ongoing.

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 9.1 There are no specific implications arising from this report.

10.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 10.1 The net savings following the EVR/VS exercise for all employees at spinal column point 49 and above are £196,214. The cost of implementation of the

posts outlined in the report is £373,000. Budgetary provision has been identified to implement the overall staffing structure for the Department. This includes £600,000 included within the Departments budget and £300,000 agreed by the Strategic Change Programme Board in August 2011.

11.0 LEGAL IMPLICATIONS

11.1 There are no specific implications arising from this report.

12.0 EQUALITIES IMPLICATIONS

12.1 There are no specific implications arising from this report.

12.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? Yes

(b) If 'yes', has one been completed? Yes

An EIA has been conducted on the impact of the service changes (proposed) on employees. A further EIA will be conducted once the structure is implemented to further assess the impact on employees.

13.0 CARBON REDUCTION IMPLICATIONS

13.1 There are no implications arising from this report.

14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

14.1 There are no implications arising from this report.

REPORT AUTHOR: Howard Cooper

Interim Director Adult Social Services

telephone: 0151 666 3650

email: howardcooper@wirral.gov.uk

APPENDICES

Appendix 1:	Current Structure of Adult Social Services Department (Pre EVR/VS) December 2010
Appendix 2:	Current Structure of Adult Social Services Department (Following EVR/VS) June 2011
Appendix 3:	Proposed Structure of Adult Social Services Department September 2011
Exempt Appendix 4:	Proposed arrangements for permanent appointment of the two Heads of Service.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Employment and Appointments Committee	23 March 2011
Cabinet Report – DASS progress report and interim management arrangements	17 March 2011
Cabinet	22 September 2011