

WIRRAL COUNCIL

CABINET

13 FEBRUARY 2012

SUBJECT:	<i>DEPARTMENT OF ADULT SOCIAL SERVICES: SENIOR MANAGEMENT STRUCTURE</i>
WARDS AFFECTED:	<i>ALL</i>
REPORT OF:	<i>GRAHAM HODKINSON</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>COUNCILLOR ANNE MCARDLE</i>
KEY DECISION?	NO

1.0 PURPOSE OF REPORT

- 1.1 To set out for Cabinet a revised senior management structure for the Department of Adult Social Services that addresses a number of issues highlighted in the recent Self Evaluation and Peer Challenge of the Department. In addition it responds to weaknesses highlighted recently in The Independent Review of Wirral Metropolitan Borough Council's Response to Claims Made by Mr Martin Morton (and Others) [Final Report] prepared by Anna Klonowski on 9 January 2012.
- 1.2 To recommend to Cabinet a revised senior management structure for the Department of Adult Social Services.

2.0 RECOMMENDATIONS

- 2.1 That Cabinet approve the revised senior management structure for the Department of Adult Social Services.
- 2.2 That the net resource requirement of £107,300 for the additional posts identified in the revised structure are funded from the efficiency investment budget as the new structure will improve both quality in the short term and deliver more efficient working methods in the medium term.
- 2.3 That the detail of the structure and establishment of the posts above spinal column point 49 as described in paragraph 10.3 be recommended for approval by the Employment and Appointments Committee.

3.0 REASONS FOR RECOMMENDATIONS

- 3.1 Cabinet agreed a restructure of the Department of Adult Social Services on 22 September 2011 based on the recommendations of the Interim Director at that time. Since September the process of Self Evaluation and Peer Challenge has been undertaken and a new permanent Director of Adult Social Services has been recruited. In January 2012 the Council received the Independent Review of Wirral Metropolitan Borough Council's Response to Claims Made by Mr Martin Morton (and others) [Final Report] prepared for Wirral MBC by Anna

Klonowski. It is, therefore, apposite that further consideration of the management structure of the Department should be undertaken.

4.0 EXECUTIVE SUMMARY

- 4.1 At its meeting on 22 September 2011 Cabinet agreed a revised structure for the Department of Adult Social Services based on the recommendations of the Interim Director. That report stated that the Department had undergone radical change since November 2010; this was partly due to the reforms introduced by the Interim Director in response to critical external reports in the autumn of 2010 and partly following the Council's voluntary severance activity. The proposals were recommended to ensure the Department of Adult Social Services (DASS) was able to respond to these changes and to address the new challenges to come in the next three years.
- 4.2 Since September the process of Self Evaluation and Peer Challenge has been undertaken and the recruitment of a new permanent Director of Adult Social Services has taken place. In addition the Cabinet at its meeting on 12 January 2012 agreed all of the recommendations in the Independent Review of Wirral Metropolitan Borough Council's Response to Claims Made by Mr Martin Morton (and Others) [Final Report] prepared for Wirral MBC by Anna Klonowski. This report highlighted a number of far-reaching issues that DASS needs to address.
- 4.3 The new structure embeds safeguarding and Care Governance as critical elements of a modern social care directorate. In addition the Deputy Director post and business improvement focus will enable improved working methods as well as building capacity in the business and performance section. Accountancy will be managed directly by the Director of Finance in order to ensure full compliance with corporate financial guidelines.
- 4.4 The purpose of this report is, therefore, to build on the previous structure and recommend changes to senior management posts of DASS in the light of these recent developments.

5.0 BACKGROUND AND KEY ISSUES

- 5.1 In the report to Cabinet on 22 September 2011 it was stated that in order to respond to challenges likely to arise and be faced by DASS in the next three years the proposed structure be founded on three principles:
 - 5.1.1 **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.
 - 5.1.2 **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.

5.1.3 **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.

- 5.2 The report went on to describe eight “**Building Blocks**” that, taken together, provide all the services that fall to DASS. It was acknowledged that these Building Blocks could be combined together in a variety of ways to produce a line management structure for the department as a whole. The Building Blocks are:

Block 1	Locality Working
Block 2	Short Term Support to Regain Independence
Block 3	Support for Provision to meet Personal Choice
Block 4	Support for Specialist Needs
Block 5	Early Advice and Support
Block 6	Market Management and Development
Block 7	Commissioning Support
Block 8	Safeguarding Adults and Children (Jointly with CYPD)

- 5.3 The outcome of these proposals is shown in the structure chart attached at Appendix 1.

- 5.4 Whilst the work of the Department can still be seen within the Blocks described above, there is a need to respond to the issues highlighted in the Self Evaluation and Peer Challenge process and the significant recommendations made in the Klonowski report in particular relating to:

- i) The approach to safeguarding by DASS
- ii) The related contract and quality assurance issues
- iii) The overall performance and financial management of the Department
- iv) The overall demand and capacity of the Senior Leadership Team

The following changes to strengthen the structure are recommended.

5.5 **Community Service Branch**

- 5.5.1 At its meeting on 30 January 2012 the Employment and Appointments Committee agreed that as the Head of Community Services, Department of Adult Social Services, left the Council on 9 January 2012 by mutual agreement, the post should be deleted. The duties of The Head of Community Services have been assigned and distributed across other Branches in the interim period. It is proposed to disband this Branch.

5.6 **Finance and Performance Branch**

- 5.6.1 It is recognised that firm, robust and stringent financial control needs to be exerted within the Department. It is also recognised, however, that this does not have to be managed through a Head of Service within the Department of Adult Social Services. It is recommended that this function is transferred to the Finance Department; the post of Head of Finance and Performance is deleted

and the post of Principal Manager Finance and Performance is re-designated as Deputy Chief Accountant within the Finance Department.

5.7 Safeguarding, Compliance and Governance

5.7.1 The recent Self Evaluation and Peer Challenge recognised that progress had been made within the Adults' Safeguarding Service but practice and procedure changes needed to become embedded. This is further reflected in the Klonowski report which highlights a number of significant failings within safeguarding and contract management. As part of the restructure agreed by Cabinet in September 2011 a post of Head of Branch – Safeguarding Adults and Children was created. This effectively creates the capacity of a 0.5 full time equivalent post available to DASS to oversee the delivery of the recommendations from the Klonowski report and to embed the relevant practice and procedures.

5.7.2 It is recommended, therefore, that significantly more capacity and emphasis is concentrated into this area:

- i) The post of Head of Branch – Safeguarding Adults and Children (0.5 in DASS) is deleted and the post of Head of Safeguarding and Care Governance is created
- ii) The Safeguarding and Care Governance Branch will take responsibility not only for safeguarding but also a more cohesive role including Contracts' management and monitoring along with broader Quality Assurance responsibility including the management of the social care provider market.
- iii) It is recommended a Knowledge Manager post is created within this Branch. This will draw together all aspects of "learning" from the way the department transacts its business and ensure that appropriate care management processes and practices are implemented consistently. The post holder will work closely with the Complaints Manager and the Service Manager (Planning and Performance)

5.8 Performance and Business management

5.8.1 It has been recognised that the performance management and business planning functions within DASS are limited; with the deletion of the post of Head of Finance and Performance it is proposed to create the post of Head of Performance, Business and Planning. The emphasis for the post holder will be to develop and manage a performance management framework and culture within the Department that ensures the services it commissions are in the right place, at the right time, for the right people at the right cost.

5.8.2 This Branch will also ensure that all departmental policies and procedures are kept up to date and cascaded accordingly; that any "horizon scanning" issues regarding policy development are referred to the relevant officers and that all management information is captured and used in the best way. The Branch will work closely with the Complaints Manager and the Knowledge Manager.

5.9 Deputy Director of Adult Social Services

5.9.1 It is clear from the various inspections and reports into the activity of DASS in recent years that insufficient resource has been invested in senior management capacity. This has resulted in a lack of an oversight being taken of developments within the Department and issues not being dealt with at an appropriate level. If the recommendations that have been accepted by Cabinet from the Klonowski report are to be effectively implemented significant emphasis has to be placed on the strategic management capacity of the Department. It is, therefore, recommended that the post of Deputy Director of Adult Social Services is created, the role will be to:

- i) Deputise for all roles of the Director of Adult Social Services in his absence
- ii) Take a strategic overview of the work of the Department
- iii) Ensure the control of initiatives to facilitate better services through commissioning and efficiency programmes through applying proper project and programme management methods.

5.10 The proposed revised Adult Social Services Management Structure is shown at Appendix 2.

6.0 RELEVANT RISKS

6.1 Risk of harm to a vulnerable adult is a key corporate risk on the Council's risk register. This structure is intended to strengthen the Council's professional expertise and management to mitigate this risk. The Klonowski report highlighted that this risk is real and present.

6.2 As the Council commissions more services externally, it becomes even more important that the Council has expertise in this area. These proposals strengthen that expertise and mitigate the risk.

6.3 It has been widely acknowledged that there is risk in not being aware of best practice and understanding the impact of imminent national policy initiatives. It is anticipated that by investing resources in strategically planning the work of the Department and systematically learning from the work of the Department and others that these risks will be mitigated.

7.0 OTHER OPTIONS CONSIDERED

7.1 A range of possible management structures have been considered in developing these proposals. These have included further integration with children's services and with public health. These are not recommended at this time in view of:

- the high degree of uncertainty in the external environment,
- the high level of risk in major organisational change,
- the degree of change already being assimilated,
- the amount of risk that would be concentrated in one place in such options.

7.2 However, adopting the modular structure allows further re-organisation to take place at a future date should this prove desirable.

8.0 CONSULTATION

8.1 There has been internal consultation with the Chief Executive, the Director of Finance, the Director of Children's Services and the Head of HR/OD.

8.2 Consultations will be held with Trade Unions should the proposals find favour.

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

9.1 In line with the overall aims of the Department the voluntary, community and faith sector is seen as a key partner. Several of the proposed changes will imply much closer working relationships from strategic planning to frontline delivery.

10.0 STAFFING IMPLICATIONS

10.1 The staffing implications are detailed in section 5 above; these can be summarised as follows:

Relevant Paragraph above		Proposed Grade
	Posts to be disestablished	
5.5.1	Head of Community Services (previously agreed by Employment and Appointments Committee 3 January 2012)	DCO3
5.6.1	Head of Finance & Performance	DCO3
5.6.1	Principal Manager - Finance & Performance	EPO6
5.7.1	Head of Branch - Safeguarding (joint post 0.5 CYPD & 0.5 DASS)	DCO3
	New posts to be established	
5.7.2	Head of Safeguarding and Care Governance	DCO3
5.7.2	Knowledge Manager	PO8
5.6.1	Deputy Chief Accountant (re-designation)	EPO6
5.8.1	Head of Performance, Business and Planning	DCO3
5.9	Deputy Director	DCO

10.2 Under the terms of delegated authority the Director can agree, in consultation with the Director of Finance and Head of HR/OD, changes to staffing establishments below spinal column point 49. In this instance this will apply to the post of Knowledge Manager grade PO8 at a cost of £45,100 (including on cost and subject to evaluation).

10.3 Cabinet is requested to recommend for approval the following 4 posts above spinal column point 49 at a cost of £348,200 to Employment and Appointments Committee

Head of Safeguarding and Care Governance
Deputy Chief Accountant (re-designation)
Head of Performance, Business and Planning
Deputy Director

11.0 FINANCIAL IMPLICATIONS

11.1 Any changes to Departmental staffing must have relevant budgetary provision identified. The table below details the estimated costs of the proposals contained within this report

	Grade	Cost (inc oncosts)
Posts to be disestablished		
Head of Communities & Wellbeing (previously agreed to be deleted by Employment and Appointments Committee 3 January 2012)	DCO3	(91,200)
Head of Finance & Performance	DCO3	(91,200)
Principal Manager - Finance & Performance	EPO6	(58,000)
Head of Safeguarding (joint post CYPD & DASS)	DCO3	(45,600)
		(286,000)
New posts to be established/revised		
Deputy Director	DCO	107,800
Head of Performance, Business and Planning	DCO3	91,200
Head of Safeguarding and Care Governance	DCO3	91,200
Deputy Chief Accountant	EPO6	58,000
Knowledge Manager	PO8	45,100
		393,300
Additional Funding Requirement		107,300

11.2 It is recommended that the additional funding requirement is met from the efficiency investment budget as the new structure will improve both quality in the short term and deliver more efficient working methods in the medium term.

12.0 LEGAL IMPLICATIONS

12.1 No specific legal implications arise as a result of this report.

13.0 EQUALITIES IMPLICATIONS

13.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

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

14.0 CARBON REDUCTION IMPLICATIONS

14.1 No specific carbon reduction implications arise as a result of this report.

15.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

15.1 No specific planning and community safety implications arise as a result of this report.

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APPENDICES

Appendix 1 Adult Social Services Structure as agreed by Cabinet 22 September 2011

Appendix 2 Proposed Adult Social Services Management Structure as at February 2012

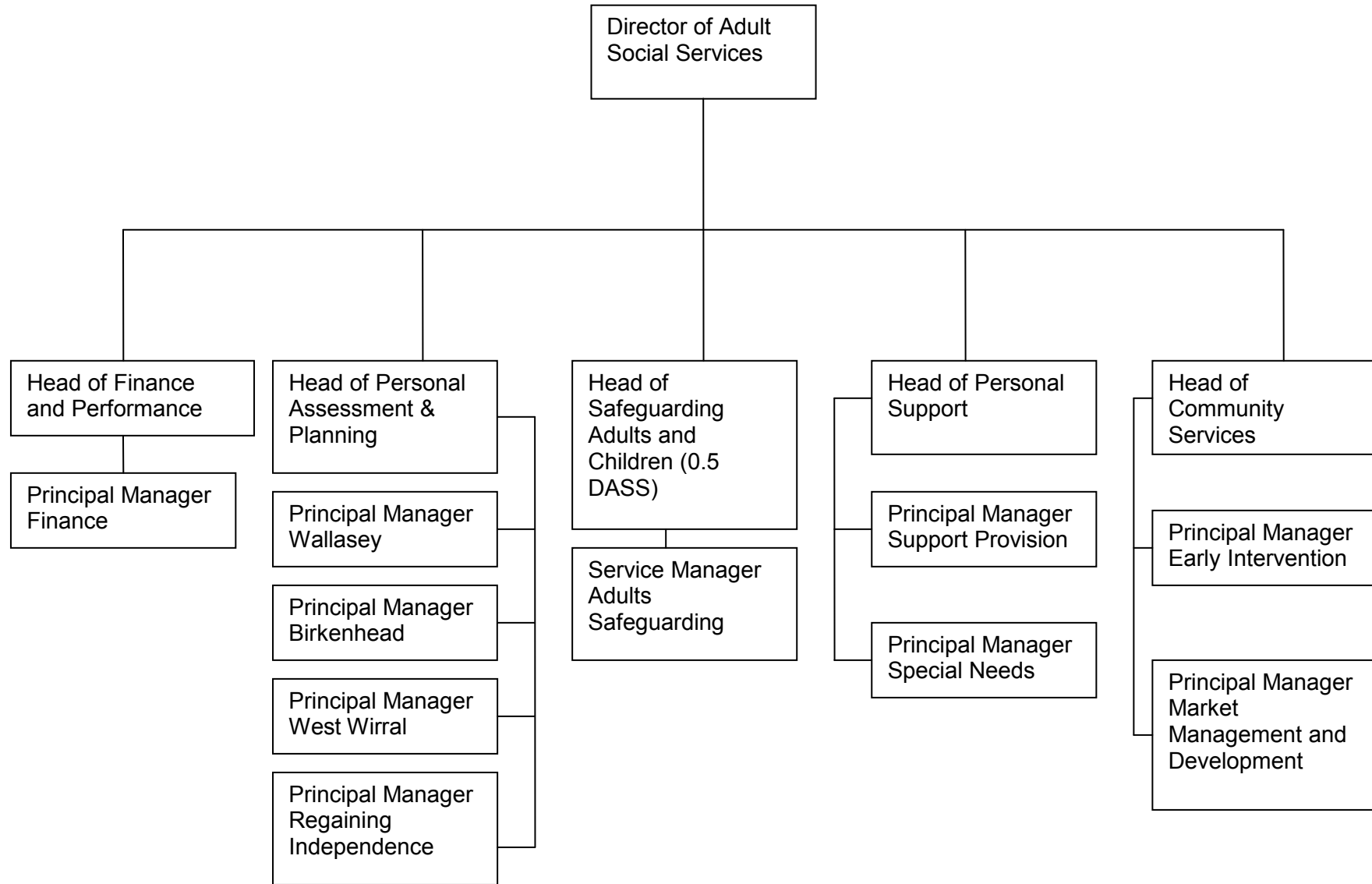
REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Employment and Appointments Committee	
Department of Adult Social Services Progress Report and Interim Management Arrangements	23 March 2011
Restructure of the Adult Social Services Department	29 September 2011
Cabinet	
Department of Adult Social Services Progress Report - interim management arrangements	17 March 2011
Department of Adult Social Services: Future structure	22 September 2011

APPENDIX 1 - Adult Social Services Management Structure as agreed by Cabinet 22 September 2011



APPENDIX 2 – Proposed Adult Social Services Management Structure as at February 2012

