

WIRRAL COUNCIL

THE EMPLOYMENT AND APPOINTMENTS COMMITTEE

7 JUNE 2012

SUBJECT:	DEPARTMENT OF ADULT SOCIAL SERVICES: SENIOR MANAGEMENT STRUCTURE
WARDS AFFECTED:	ALL
REPORT OF:	GRAHAM HODKINSON, DIRECTOR OF ADULT SOCIAL SERVICES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to bring forward the requirement to enhance the Senior Management capacity in the structure of the Department of Adult Social Services.
- 1.2 This report addresses the requirement for a Deputy Director of Adult Social Services and a Head of Performance, Business Planning and Finance.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 Cabinet on 13 February 2012 approved the revised senior management structure for the Department of Adult Social Services.
- 2.2 On working through the specific details the Employment and Appointments Committee at its meeting on 28 February 2012 agreed to the immediate and urgent establishment of the Head of Safeguarding and Care Governance.
- 2.3 Having considered the structure further it is now recommended that in order to give appropriate support to the Director at a senior level the post of Deputy Director of Adult Social Services should be established.
- 2.4 It is also recommended that the post of Head of Finance and Performance should be deleted and replaced with the post of Head of Performance, Business Planning and Finance. The postholder will retain the oversight of the departmental budget and the professional link with the Finance department will be maintained through the Principal Manager (Resources).
- 2.5 In order to assist the Director during this period of change in the leadership of DASS, on 30 January 2012 The Employment and Appointments Committee approved the extension of the fixed term contract for the current post holder of the Head of Finance and Performance for up to six months or until 30 June 2012, with the provision to end the contract earlier, depending on the recruitment process. This resource is still required until the two posts are established and filled to support the Director in the transition.

3.0 CURRENT PROPOSALS

- 3.1 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 a strategic 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.
- 3.2 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.
- 3.3 It has been recognised that the performance management and business planning functions within DASS are limited. It is, therefore, proposed to delete the post of Head of Finance and Performance and to create the post of Head of Performance, Business Planning and Finance. 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. In addition the postholder will oversee the development and implementation of the business planning process as well as the links with the Finance Department through the Principal Manager (Resources).
- 3.4 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 recently agreed Knowledge Manager.
- 3.5 The Departmental Structure as agreed by Cabinet on 22 September 2011 and subsequently revised by Cabinet on 13 February 2012 are shown at Appendices 1 and 2.

4.0 RELEVANT RISKS

- 4.1 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.
- 4.2 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.

- 4.3 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.

5.0 OTHER OPTIONS CONSIDERED

- 5.1 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.

6.0 CONSULTATION

- 6.1 There has been internal consultation with the Chief Executive and the Director of Finance.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 7.1 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 in particular with regard to strategic planning.

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

- 9.1 The annual cost of the Deputy Director post at scale DCO3 will be £107,800 (including on cost).
- 9.2 The annual cost of the Head of Performance, Business Planning and Finance at DCO3(a) will be £91,200 (including on cost).
- 9.3 The annual savings from the deletion of the post of Head of Finance and Performance at DCO3(a) will be £91,200 (including on cost).
- 9.4 It was agreed by Cabinet at its meeting on 13 February 2012 that the overall costs of the whole DASS restructure would be funded from a combination of savings made from deleting the posts of Head of Community Services and the Head of Finance and Performance and additional resources made available from the efficiency investment budget.

9.0 LEGAL IMPLICATIONS

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

10.0 EQUALITIES IMPLICATIONS

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

No because there is no relevance to equality.

11.0 CARBON REDUCTION IMPLICATIONS

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

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

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

13.0 RECOMMENDATIONS

13.1 That the post of Deputy Director of Adult Social Services is established.

13.2 That the post of Head of Performance, Business Planning and Finance is established.

13.3 Approve the extension of the fixed term contract for the current post holder of the Head of Finance and Performance for up to six months or until 30 December 2012, with the provision to end the contract earlier, depending on the recruitment process.

13.4 When the recruitment process is complete for the Deputy Director and Head of Performance, Business Planning and Finance, the post of Head of Finance and Performance will be deleted.

14.0 REASONS FOR RECOMMENDATION/S

14.1 The Department of Adult Social Services requires significant capacity and more emphasis to be concentrated into performance and strategic planning to meet the requirements of the department.

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APPENDICES

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

Appendix 2 Adult Social Services Management Structure as agreed by Cabinet 13 February 2012

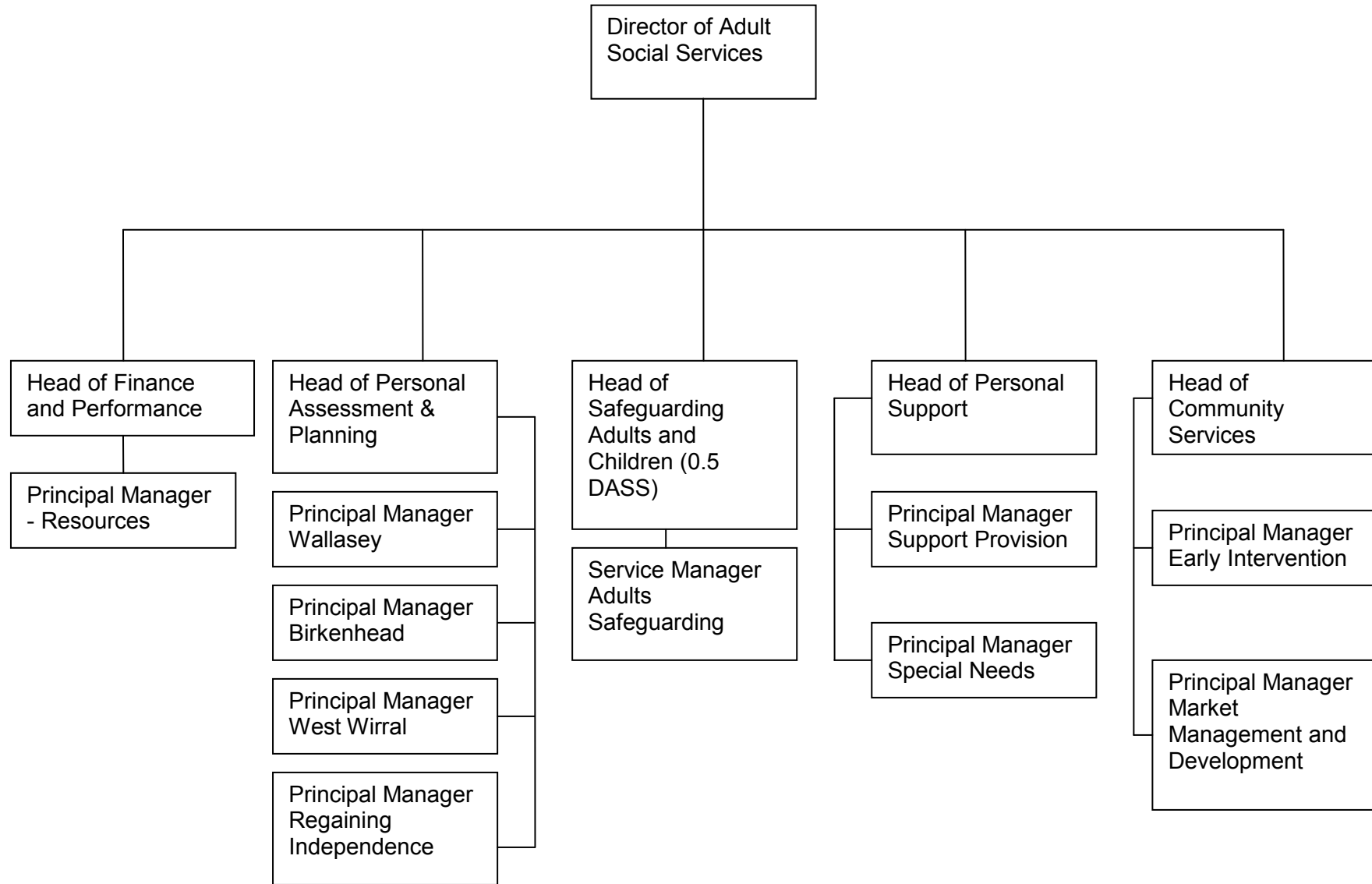
REFERENCE MATERIAL

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
DASS Senior Management Structure	28 February 2012
Cabinet Department of Adult Social Services Progress Report - interim management arrangements	17 March 2011
Department of Adult Social Services: Future structure	22 September 2011
Department of adult social services: senior management structure	13 February 2012

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



APPENDIX 2 – Adult Social Services Management Structure as agreed by Cabinet 13 February 2012

