

# WIRRAL COUNCIL

## CABINET

21 JUNE 2012

<b>SUBJECT:</b>	<b>DEPARTMENT OF ADULT SOCIAL SERVICES: REVIEW OF DEPARTMENTAL POLICIES AND PROCEDURES</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>GRAHAM HODKINSON, DIRECTOR OF ADULT SOCIAL SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR ANNE MCARDLE</b>
<b>KEY DECISION?</b>	<b>NO</b>

### 1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to request Cabinet approval for the process to update Departmental policies and procedures.

### 2.0 BACKGROUND

2.1 In February 2006 members of the Social Care and Health Select Committee received a report detailing a “policy making framework” which would rationalise the, then, 2,000 documents held within the Department of Adult Social Services.

2.2 The aim was to clarify and codify the expectations of staff and managers by producing a set of overarching policy statements. As a result of this, 8 Core Policies were developed:

Involving People	Managing Health and Safety Risk
Valuing Diversity	Managing Human Resources
Accessing Services	Managing Information Knowledge
	Managing Resource Policy
	Managing Significant Events Policy

2.3 These were implemented in 2007 and should have been reviewed in 2009, but this did not take place. It was also anticipated that this would be followed by a review of the underpinning procedures. Approximately 220 procedures were identified, but the review did not take place.

2.4 From 2009 onwards the policy development focus within DASS switched to “personalisation” and updating of operational procedures to support this new way of working. One of the consequences of this was that continuing work on generic policies was halted. It should, however, also be noted that at this time significant effort was being made in developing corporate policies in particular in the areas of human resource management and health and safety.

- 2.5 Since this time, the following Departmental policies have been reviewed and updated:
- Complaints, Compliments and Comments procedure,
  - Safeguarding Procedure and Guidance and
  - Staff Supervision Policy and Procedure
  - Case Recording Guidance
- 2.6 All of these policies are currently lodged within the Adult Social Services section of the Council's Intranet.
- 2.7 As part of the ongoing Departmental improvement programme, and in preparation for the Peer Review which taking place in June 2012, an exercise examining key policies and procedures has been undertaken. The exercise confirmed that the Complaints, Compliments and Comments procedure, Safeguarding Procedure and Guidance, Staff Supervision Policy and Procedure and Case recording Guidance were "fit for purpose" and being used on a daily basis. However, the analysis of the eight overarching policies is shown in the Appendix 1 and the outcomes can be summarised as follows:

<b>Policy</b>	<b>Recommendation</b>
Involving People	To be deleted
Valuing Diversity	To be deleted
Accessing Services	To be replaced by revised personalisation procedure and practice manual
Managing Health and Safety Risk	To be deleted, use corporate policies
Managing Human Resources	To be deleted, use corporate policies
Managing Information Knowledge	To be deleted, use corporate policies
Managing Resource Policy	To be deleted, use corporate policies
Managing Significant Events Policy	To be deleted, use corporate policies

### **3. NEXT STEPS**

- 3.1 The policy analysis exercise, detailed above, has also highlighted the need to update and improve a number of aspects of the Department's use of the internet and intranet to inform staff and citizens about the way in which it expects services to be delivered. This will be taken forward by the Transformation Implementation Board regarding personalisation in particular the work focusing on Information and Advice.
- 3.2 The Department's work is defined by a plethora of national policy and guidance. This needs to be referenced on the Council's internet and intranet but it is also important that the outcomes required by national policy are encapsulated in one statement which describes the Purpose of the Department. In order to achieve this it is recommended that the Statement of Purpose (Appendix 2), which will sit above the Policy and Procedure Framework, is agreed.
- 3.3 It has been noted above that the Department has a number of policy documents which are specific to the work of adult social care, for example, Safeguarding, Mental Capacity Act and Deprivation of Liberty. It will be necessary, therefore, to ensure that any additional policies, for example, policies relating to personal relationships between adult service users in residential settings are developed and included within the Departmental Policy and Procedure Framework.

3.4 As noted above there are still 220 procedures including certain Health and Safety issues such as the administration of medication that need to be rationalised. Work has begun on this and the aim is to ensure that all of these are updated or deleted (if no longer appropriate) by the end of July 2012.

3.5 In conjunction with the overhaul of the policies and procedures a Draft Scheme of Delegation is being prepared. This will clarify for all staff the levels at which decisions can be made to carry out the functions of the Department in line with Part 3 Schedule 4 of the Council's Constitution.

3.6 At its meeting on 13 February 2012 Cabinet approved the revised staffing structure for the Department. Within the structure a post of Knowledge Manager was created and has subsequently been established. One of the responsibilities of this postholder will be to ensure that relevant policies and procedures are appropriately authorised and working with corporate colleagues that the internet and intranet are kept up to date.

#### **4.0 RELEVANT RISKS**

4.1 Failure to review, revise and properly authorise Departmental policies could result in the council acting "*ultra vires*".

#### **5.0 OTHER OPTIONS CONSIDERED**

5.1 No further options have been considered.

#### **6.0 CONSULTATION**

6.1 There has been internal consultation with the Chief Executive, the Director of Finance, the Director of Children's Services and the Director of Law, HR and Asset Management.

#### **7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

7.1 As the Department moves forward and develops its approach to commissioning services, greater clarity of purpose, policy and procedure will support the work of the VCF sector.

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

8.1 More efficient and effective service delivery should result from a Policy and Procedure Framework that is up to date and "fit for purpose".

8.2 As more citizens, staff and organisation make use of the internet and intranet it is important to have clarity, transparency and consistency of practice and people know what they can expect from the Department. This can be achieved by codifying the Policy and Procedure Framework, making it available "on line" and keeping it up to date.

#### **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 reduction implications arise as a result of this report.

## **13.0 RECOMMENDATIONS**

13.1 Cabinet note the work that has been undertaken to review the Policies and Procedure of the Department.

13.2 Cabinet approve the deletion of the Overarching Departmental policies highlighted in paragraph 2.7.

13.3 Cabinet approve the statement of purpose for Adult Social Care as outlined in Appendix 2.

13.4 Cabinet endorses the Next Steps in the process as set out in Section 3.

## **14.0 REASONS FOR RECOMMENDATIONS**

14.1 Cabinet approval is necessary to delete existing policy and approve the Departmental Statement of Purpose.

### **REPORT AUTHOR: *Graham Hodkinson***

*Director of Adult Social Services*

telephone: (0151) 666 3650

email: [grahamhodkinson@wirral.gov.uk](mailto:grahamhodkinson@wirral.gov.uk)

### **APPENDICES**

1. Analysis of Overarching Policies
2. Statement of Purpose

### **REFERENCE MATERIAL**

None.

### **SUBJECT HISTORY (last 3 years)**

None.

## ANALYSIS OF OVERARCHING POLICIES

Policy	Analysis	Recommendation
<u>Involving People</u>	<p>The original purpose of this document was “to ensure that the involvement of people is embedded in service planning, performance and delivery”.</p> <p>Significant progress has been made in achieving this, particularly with the advent of personalisation. The culture change advocated within the policy has not, however, been fully achieved.</p>	<p>The thrust of national policy is achieve the transformation of adult social care, at the heart of which is the involvement of people and ensuring that services are tailor made to meet the diverse needs of individuals and communities.</p> <p>It is therefore no longer necessary to retain the discrete departmental policies for <i><u>Involving people</u></i> and <i><u>Valuing Diversity</u></i> but to ensure that these two processes are embedded in everything that the department does.</p>
<u>Valuing Diversity</u>	<p>The original purpose of this document was “to place valuing diversity at the heart of departmental activity”.</p> <p>Since the original document was produced the Council has developed a Corporate Equality and Cohesion Policy 2009-12 and Corporate Equality and Cohesion Strategy 2009-12 which cover the issues addressed within the original policy. The corporate documents can be accessed from the dedicated intranet site.</p>	
<u>Accessing Services</u>	<p>Since the original document was produced the Department has developed a personalisation procedure and practice manual which was introduced in November 2010. This covers the issues dealt with in the original document.</p> <p>The personalisation procedure and practice manual was due for review by 31.3.2011 but this was never done. In order to rectify this, a group has been convened to review and update the manual so that it is fit for purpose. This work will dovetail into the Transformation Implementation Board workstream covering Information &amp; Advice.</p>	<p>To be taken forward by the Transformation Implementation Board workstream covering Information &amp; Advice</p> <p>That the revised personalisation procedure and practice manual is retained as departmental policy.</p>
<u>Managing Health and Safety Risk</u>	<p>Since the original document was produced the Council has invested in a Corporate Health, Safety and Resilience Team. Accordingly all of the issues dealt with in the document are now covered within the corporate policies and procedures which can be accessed from the dedicated Health and Safety intranet site.</p>	<p>That the general departmental policy is deleted and staff are directed to use the corporate policy and specific departmental procedures.</p>

<u>Managing Human Resources</u>	<p>Since the original document was produced the Council has centralised the Human Resources function. Accordingly all of the issues dealt with in the document are now covered within the corporate policies and procedures within the HR Handbook which can be accessed from the dedicated intranet site.</p>	<p>That the departmental policy is deleted and staff are directed to use the corporate policy and procedures.</p>
<u>Managing Information Knowledge</u>	<p>Since the original document was produced the Council has invested in a Corporate Reports Management facility; the work of which has included the development of a Corporate Records Management Policy and Corporate Retention Policy. The Data Protection policy and associated procedures are located within the HR Handbook. Freedom of Information procedures are accessible via the Internet, this also has details of the Council's publication scheme. The department has supplemented this policy with separate Case Recording Guidance (February 2011) which is also lodged on the intranet. Accordingly all of the issues dealt with in the Departmental Policy document are now covered by the documents outlined above. In addition, the knowledge manager post within the new structure will enable the department to continue to address these issues.</p>	<p>That the departmental policy is deleted and staff are directed to use the corporate policy and procedures.</p> <p>That the Case Recording Guidance remains extant.</p>
<u>Managing Resource Policy</u>	<p>This Policy deals with a range of issues from standards of behaviour through to budget management. These are now all covered within the following corporate policies and procedures:  The Employee Code of Conduct  The Statement of Internal Control (SIC)  The budget setting and monitoring process  The procurement policy  Charging Policy  Personalisation</p>	<p>That the departmental policy is deleted and staff are directed to use the corporate policy and procedures.</p>
<u>Managing Significant Events Policy</u>	<p>Since the original document was produced the Council has invested in a Corporate Emergency Planning Team. Accordingly all of the issues dealt with in the document are now covered within the corporate All Hazards Plan.</p>	<p>That the departmental policy is deleted and staff are directed to use the corporate policy and procedures.</p>

**STATEMENT OF PURPOSE – WIRRAL COUNCIL ADULT SOCIAL CARE**

The purpose of Adult Social Care is to:

1: Enhance the quality of life for people with care and support needs by making sure that

- Carers can balance their caring roles and maintain their desired quality of life.
- People manage their own support as much as they wish, so that they are in control of what, how and when support is delivered to match their needs.
- People are able to find employment when they want, maintain a family and social life and contribute to community life, and avoid loneliness or isolation.

2: Delay and reduce the need for care and support by making sure that

- Everybody has the opportunity to have the best health and wellbeing throughout their life, and can access support and information to help them manage their care needs.
- Earlier diagnosis, intervention and reablement mean that people and their carers are less dependent on intensive services.
- When people develop care needs, the support they receive takes place in the most appropriate setting, and enables them to regain their independence.

3: Ensure that people have a positive experience of care and support by making sure that

- People who use social care and their carers are satisfied with their experience of care and support services.
- Carers feel that they are respected as equal partners throughout the care process.
- People know what choices are available to them locally, what they are entitled to, and who to contact when they need help.
- People, including those involved in making decisions on social care, respect the dignity of the individual and ensure support is sensitive to the circumstances of each individual.

4: Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm by making sure that

- Everyone enjoys physical safety and feels secure.
- People are free from physical and emotional abuse, harassment, neglect and self-harm.
- People are protected as far as possible from avoidable harm, disease and injury.
- People are supported to plan ahead and have the freedom to manage risks in the way that they wish.