

**AGENDA MANAGEMENT SHEET**

**Name of Committee**

**Cabinet**

**Date of Committee**

**27 June 2006**

**Report Title**

**Role of Director of Adult Services**

**Summary**

To report receipt of Statutory Guidance on the role of the Director of Adult Social Services; the related strategic, political and operational expectations; and, to outline local arrangements for securing consistency.

**For further information please contact:**

Graeme Betts  
Strategic Director  
Adults, Health & Community Services

Tel: 01926 - 412189

**Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]**

No

**Background papers**

Best Practice Guidance – for consultation – DH, March 2005.

Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services, DH, May 2006.

Best Practice Guidance, DH, [2006]

Green Paper, Independence, well being and Choice, DH, March 2005 – Reported to Cabinet July 2005.

White Paper, Our Health, Our Care, Our Say, January 2006 – Reported to Cabinet May 2006.

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

Other Committees

Local Member(s)

Other Elected Members

- |                          |                                     |   |
|--------------------------|-------------------------------------|---|
| Cabinet Member           | <input checked="" type="checkbox"/> | Cllr Colin Hayfield, Adult and Community Services                         |
| Chief Executive          | <input type="checkbox"/>            |   |
| Legal                    | <input checked="" type="checkbox"/> | Alison Hallworth, Adult & Community Team Leader, Corporate Legal Services |
| Finance                  | <input checked="" type="checkbox"/> | Philip Lumley Holmes, Financial Services Manager                          |
| Other Chief Officers     | <input type="checkbox"/>            |   |
| District Councils        | <input type="checkbox"/>            |   |
| Health Authority         | <input type="checkbox"/>            |   |
| Police                   | <input type="checkbox"/>            |   |
| Other Bodies/Individuals | <input type="checkbox"/>            |   |

**FINAL DECISION YES**

**SUGGESTED NEXT STEPS:**

Details to be specified

- |   |                          |
|---|--------------------------|
| Further consideration by this Committee | <input type="checkbox"/> |
| To Council                              | <input type="checkbox"/> |
| To Cabinet                              | <input type="checkbox"/> |
| To an O & S Committee                   | <input type="checkbox"/> |
| To an Area Committee                    | <input type="checkbox"/> |
| Further Consultation                    | <input type="checkbox"/> |

**Cabinet – 27 June 2006**

**Role of the Director of Adult Social Services**

**Report of the Strategic Director - Adult, Health & Community Services**

**Recommendation**

Cabinet is asked to:

- [a] Receive and note the Department of Health guidance issued under Section 7[1] of the Local Authority Social Services Act 1970 on the Statutory Chief Officer Post of the Director of Adult Social Services and related best practice guidance.
- [b] Note the assessment of local consistency with these requirements and the provisions in relation to political focus on adult social services.
- [c] Endorse the approach outlined in this report for taking forward the agenda outlined by Government in the context of the Council's process of modernisation and the design and delivery of operational and partnership arrangements through the new directorate.

**1. Background**

- 1.1 In March 2005 the Government published a Green Paper on adult social care. This was followed by consultation on best practice guidance on the new role of the Director of Adult Social Services consequent upon the passing of the Children Act 2004 and the creation of the role of Director of Children's Services.
- 1.2 During 2005 the County Council reviewed its senior structure and commenced a process of cultural and organisational change designed to achieve its vision. This change process includes:
  - ❖ Delivery of the requirements of the Children Act 2004;
  - ❖ Fundamental reconsideration of the way services are delivered across the council;
  - ❖ A much wider emphasis on change and "whole organisation" solutions for the people of Warwickshire;
  - ❖ Adding capacity by working in partnership with others.
- 1.3 This approach aligns well with the change agenda set by Government. It offers real opportunities to take forward the agenda for social care set out in the recent White Paper and reported to Cabinet in May 2006. It is consistent

with the approach set out in the recent statutory guidance and provides a robust framework for its local delivery.

## 2. The Statutory Guidance

- 2.1 The Strategic Director for Adults, Health and Community Services is the County Council's Statutory Director of Adult Social Services. He is directly accountable to the Chief Executive and is of comparable seniority with the Director of Children's Services within the corporate management team. In line with the guidance the post holder is required to work closely with both the executive and with scrutiny. A Lead Member is also in place, Cllr Colin Hayfield, Portfolio Holder for Adult, Health & Community Services, and holds a remit generally consistent with the guidance.
- 2.2 The guidance on the "Statutory Chief Officer Post of the Director of Adult Social Services" has been issued under Section 7[1] of the Local Authority Social Services Act 1970. It is accompanied by best practice guidance on the role. The County Council is required to have regard to this guidance in making arrangements for the discharge of responsibilities covered by it. This includes interim guidance on arrangements for the appointment of a Lead Member for Adult Social Services pending legislation to require such appointments in future.
- 2.3 The role of Director of Adult Social Services [DASS] is integral to the Government's strategy for adult social care. Where a local authority has appointed a Director of Adult Social Services in advance of the guidance, as is the case in Warwickshire, the authority should consider the content of the guidance in the development of this role.
- 2.4 The Government envisages a key leadership role to deliver the local authority's part in:
- ❖ Improving preventative services and delivering earlier intervention;
  - ❖ Managing the necessary cultural change to give people greater choice and control over services;
  - ❖ Tackling inequalities and improving access to services; and,
  - ❖ Increasing support for people with the highest levels of need.
- 2.5 The DASS will be required to deliver outcomes and influence partners beyond the traditional boundaries of local government departments through the local strategic partnership and as part of local area agreements. There are seven key aspects of the role and remit of the post that provide the focus for this report. They are:
- ❖ Accountability for assessing local needs and ensuring availability and delivery of a full range of local authority services;
  - ❖ Professional leadership, including workforce planning
  - ❖ Leading the implementation of standards and safeguarding vulnerable adults;
  - ❖ Managing cultural change to deliver service coherence, individual choice and control and shared outcomes

- ❖ Promoting local access and ownership and driving partnership working and support for inclusive joint planning, monitoring and delivery of services;
- ❖ Delivering an integrated whole systems approach to supporting communities; and,
- ❖ Promoting social inclusion and well-being.

2.6 Until such time as the Government issues further guidance about political management arrangements for adult social services, local authorities are expected to ensure that:

- ❖ Clear political accountability for the effectiveness, availability and value for money of all local authority adult social services [and preventing unnecessary use of healthcare resources];
- ❖ The necessary political leadership to engage with local communities and ensure adult social services are effective in meeting the needs of adults with social care needs, their families and carers; and,
- ❖ A political focus on safeguarding vulnerable adults and promoting a high standard of services for adults with social care needs across all agencies.
- ❖ Effective relationships between the DASS and the political leadership; including non-executive Elected Members;
- ❖ Scrutiny of the effectiveness of adult social services
- ❖ Partnership between adult and children's social services and an holistic approach to meeting the needs of communities.

### **3. Delivering the Guidance Locally**

3.1 The role of the DASS, as outlined in the guidance, represents a positive step to the support of vulnerable and socially excluded adults within a systems wide and joint approach. The local role and remit of the Strategic Director, framed as it is within the context of integrated corporate working and a strong focus on partnership and well being, is consistent with the guidance that has been issued. The County Council is, therefore, well placed to move forward on the deliverables the guidance sets out. Key elements in this respect will be:

- ❖ Finalisation of the operational structure of the new directorate;
- ❖ Developing and delivering more person centred services; including direct payments for users and carers;
- ❖ Developing proposed new low intensity support services;
- ❖ Building on current workforce development and extending it so as to embrace all sectors of provision with a strong focus on joined-up, high quality services;
- ❖ Progression of partnership working with the new Warwickshire PCT;
- ❖ Strengthening joint strategic needs assessments to underpin reviews of current strategies and to frame joint planning on service development and partnership working with health, districts and local communities;
- ❖ Demonstrating more clearly how what the Directorate does builds upon the views, experience and expectations of users, carers and patients;
- ❖ Promoting accountability of services to local communities through improved consultation and engagement with local people and in particular service users, carers and patients;

- ❖ Improving strategic commissioning and securing continuous performance improvement.
- 3.3 There are some real challenges here and not everything can be done at once. Priorities have to be established although some areas are already being put in place. Cabinet and Scrutiny have received reports in recent months on a number of these issues: well being services, performance improvement, partnership with health and safeguarding vulnerable adults.
- 3.4 A separate report on the Cabinet's agenda outlines proposals for the development of Adult, Health & Community Services Directorate. It outlines the approach to deliver :
- ❖ Joint strategic needs analysis and commissioning
  - ❖ Joint working with health
  - ❖ User and carer led services
  - ❖ Modernisation of services and Workforce development
  - ❖ Local services
  - ❖ Well being services and healthier communities
- 3.5 The statutory guidance will be used to inform directorate business planning and performance improvement work will be shared with partners.

#### **4. Conclusion**

- 4.1 The guidance flows from the recent White Paper. It is statutory guidance with a tendency towards prescription about local organisational and political arrangements that should really be a matter for local determination. At the same time it does not really constrain in any way what the Council is doing. The approach of the County Council is consistent with its provisions. Whilst, the Council will be expected, in due course, to comply with new legislation on the role of a Lead Member for adult social services its present arrangements would again appear to be broadly consistent with the likely requirements for promoting well being, preventing social exclusion and protecting vulnerable adults.
- 4.2 Further work and investment is needed in a number of key areas if the responsibilities falling to the DASS are to be discharged in a way consistent with the overall change process the Council has embarked upon. In this context the guidance recognises the need to take decisions about priorities within available resources so that both high and low intensity services are available within a co-ordinated approach to the promotion of well being, tackling social exclusion and reduction in inequalities.

GRAEME BETTS  
Strategic Director, Adult Health & Community Services  
Shire Hall  
Warwick  
9 June 2006