

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet

Date of Committee 12 October 2006

Report Title **Developing Adult, Health & Community Services – Proposals on Structures**

Summary This report sets out the revised structures for Adult, Health & Community Services.

Cabinet to agree the revised structure of the new Directorate.

For further information please contact: Graeme Betts
Strategic Director
Tel: 01926-412083
graemebetts@warwickshire.gov.uk

Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision] No

Background papers WHITE PAPER: Our Health, Our Care, Our Say (Cabinet 4 May 2006)

Cabinet Report dated 27 June 2006.

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Councillor F McCarney, Councillor Mrs J Compton, Councillor R Dodd, Councillor A Farnell
- Cabinet Member Cllr C Hayfield
- Chief Executive Jim Graham, Chief Executive
- Legal Jane Pollard, Alison Hallworth

- Finance Philip Lumley Holmes, Financial Services Manager
- Other Chief Officers Marion Davis, Strategic Director, Children, Young People & Families
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS: Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Cabinet – 12 October 2006

**Developing Adult, Health & Community Services –
Proposals on Structures**

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

Recommendation

That Cabinet agree the revised structures of the new Directorate.

1. Introduction

- 1.1. At its meeting on the 27th June, Cabinet agreed proposals in the report for the structure of the new Directorate. At this meeting, the Strategic Director agreed to bring a further report to Cabinet following discussions with staff and staff representatives on the structure. These discussions have taken place over July, August and September. The proposals mainly affected adult social care services and consequently this report mainly deals with these proposals.

2. Adult Social Care Services

2.1 Responses

- 2.1.1. Overall, the responses to the proposals were positive and the responses came from individuals and teams. The move to bring services for people with physical disabilities into older people's teams was generally welcomed though some concerns were raised about practical issues. The move to give a locality focus to assessment services where possible and local provider services was welcomed in most of the responses.

2.2 Local Commissioning

- 2.1. Nevertheless, there were specific concerns about some aspects of local commissioning and the new Head of Service for Local Commissioning has sought to address these and a revised structure is therefore attached. This revised structure (see Appendix 1) will ensure that there is sufficient capacity to address key areas of work in the new Local Commissioning Division. While there are three more posts in the revised structure, the principles of flattening the structure and maintaining as far as possible a locality based structure are maintained.

- 2.2. The inclusion of these additional posts will ensure that there is sufficient capacity to manage the volume of work in Warwickshire and that standards can be maintained. For example, there was a concern that there would be insufficient capacity to manage the Resource Allocation Panels (RAP) which ensures that resources are spent appropriately and which ensure that interagency packages with the PCT are put together effectively. Therefore, this concern has been addressed by increasing the management capacity in this area. Not only will this ensure that people receive appropriate packages of care but that resources are used effectively.
- 2.3. Further, it will be noted that the team that provides services for people who are deaf will transfer from Children and Families Directorate into the Local Commissioning service. Both Directorates believe that this relocation will be beneficial for all people in Warwickshire.

3. **Local Provider Services**

- 3.1. The main concern that has been raised about the proposals is that potentially there will be a loss of consistency across services in the county. This point has been given serious consideration as it has been a criticism of services previously when they were organised on a locality basis. Detailed consideration has been given to the distribution of services across the county which has revealed that there are variations in the potential workload for the area managers at a local level.
- 3.2. Further, a consistent criticism from CSCI has been about the slow pace of change in modernising provider services for people with disabilities. It is recognised that this area of service does need to move forward quickly and that there are risks in moving this service to a locality basis that some of the limited impetus could be lost. Nevertheless, there is also widespread recognition that advances in modernising day services for people with learning disabilities have been achieved through work at a local level with local partners.
- 3.3. These issues have been taken on board and the proposal has been refined to acknowledge that there is the potential in recruiting to the posts of area manager to ensure that the areas with less management capacity take on a county-wide role (see Appendix 2). Thus, it is proposed that the area managers for Rugby, North Warwickshire and Warwick as well as having operational responsibility for local provider services in their patch would also play a county-wide role in co-ordinating services either for homecare, residential care or disability services.
- 3.4. The role of these area managers would be to provide support to the Head of Service in ensuring consistency across Warwickshire in terms of standards, protocols and procedures but not in developing local responses to local needs. In any structure, there will always be a tension between doing everything the same to ensure the highest possible standards and allowing local services to develop appropriate service responses in order to meet the needs of local people.

- 3.5. It is believed that through providing this additional support to the Head of Service by allocating a county-wide co-ordinating role to three of the area managers that this balance can be achieved. It is also important to bear in mind that over the past four years, considerable work has been done to develop and improve consistency across the county and this work provides a solid base on which to build. Further, the standards regime has been tightened up dramatically over the past four years which provides a stronger regime within which consistent, county-wide standards, procedures and protocols can be delivered.
- 3.6. Further, within the structure, there is a post which will support the Head of Service and the area managers to develop services both within local areas and across the county. This role will help to spread good practice from one area to another. For example, the post holder might develop an initiative with the area manager and staff in Rugby to improve inclusion of people with disabilities in leisure services and then if it proves successful work with the other area managers to introduce the new model across the county.
- 3.7. However, it does need to be acknowledged that there is a need for additional pace within disability services and therefore an additional resource will be created to enable rapid progress to be made in this area. This resource will sit with the Service Development Team and will be responsible for taking the good ideas and emerging service models and turning them into a series of business plans with appropriate costs and timescales. These plans will describe the changes necessary to ensure that the services are modernised within the next two to three years.

4. Strategic Commissioning and Performance

- 4.1. Until the new PCT comes into being and a Chief Executive and Management Team are appointed, it is not possible to make further progress in taking forward the structure in this Division.
- 4.2. However, progress can be made on establishing an appropriate governance framework and joint commissioning strategies and a project is underway to achieve these goals. There is a separate report outlining progress on this initiative which was jointly agreed between the County council and the three PCT's (as were).

5. Support Services

- 5.1. The structure in this area will be revised once the full implications of the changes to the structure in Local provider Services and Local Commissioning are worked through. As this service area is essentially to support the others in the Directorate, inevitably it will be last to clarify its new structure.

6. Further Considerations

- 6.1. A number of concerns were raised about timescales and it is important to stress that there is no intention to switch from the current service configuration to the new one overnight. The proposals represent a significant change in

many areas of adult social care services and it is essential that services to our customers are not disrupted.

- 6.2. There will be a period of transition while budgets are adjusted, line management responsibilities adjusted, offices sorted out and so on. Given that both Heads of Service will be in post from October, they will lead the implementation of the new structure. It is envisaged that it will be implemented in a timely fashion to allow changes to be made in the infrastructure to allow a smooth transfer but also ensuring that the new structure is fully operational by the end of March 2007.
- 6.3. Up till now, staff engagement has been mainly with senior managers and this process will now be widened to engage all team members. This will be led by the Heads of Service as it is their role to provide leadership to their service areas.

7. **Recruitment**

- 7.1 The recruitment process to the new management posts will get underway during October/November. A process for this is attached at Appendix 3. The process will follow principles agreed within the County Council.
- 7.2. As would be expected, there has been concern amongst staff that are likely to be affected by these proposals about their personal positions and it is important to record their professional approach to this exercise which has been protracted by the summer holiday season. Managers have contributed positively to the proposals and while not all of their suggestions have been agreed, it can be seen from this report that their input has added to the proposals and should help to ensure that the new structure delivers high quality services to people in Warwickshire.
- 7.3. As the process to recruit to the new posts is entered, managers will be supported to ensure that they have every opportunity to discuss the posts that are best suited to their experience, knowledge and skills.
- 7.4. It is anticipated that recruitment will be completed by the end of November. Once the new managers are identified, they will work with the Heads of Service to resolve outstanding practical issues to ensure that the new structure is fully operation by the end of March 2007.

8. **Libraries, Learning and Culture**

- 8.1. Within this service area, it was indicated in the June Cabinet Report that there would be limited changes to the management structure. Proposals have been made and a process involving the existing managers is underway and will be completed in the near future. The proposal essentially reduces the number of senior managers from four to two. This proposal, when implemented, will clarify areas of responsibility and accountability within the library service.

9. **Trading Standards**

- 9.1. There are no proposals to change the structure at the current time.

10. Finance

- 10.1 The costs of the new structure will be contained within the existing costs of the old structure. There will be no additional costs. Further detail of the costs of management structures will form part of a future report to Cabinet on the budget in Adult, Health and Community Services Directorate.

GRAEME BETTS
Strategic Director of Adult, Health &
Community Services

Shire Hall
Warwick

September 2006

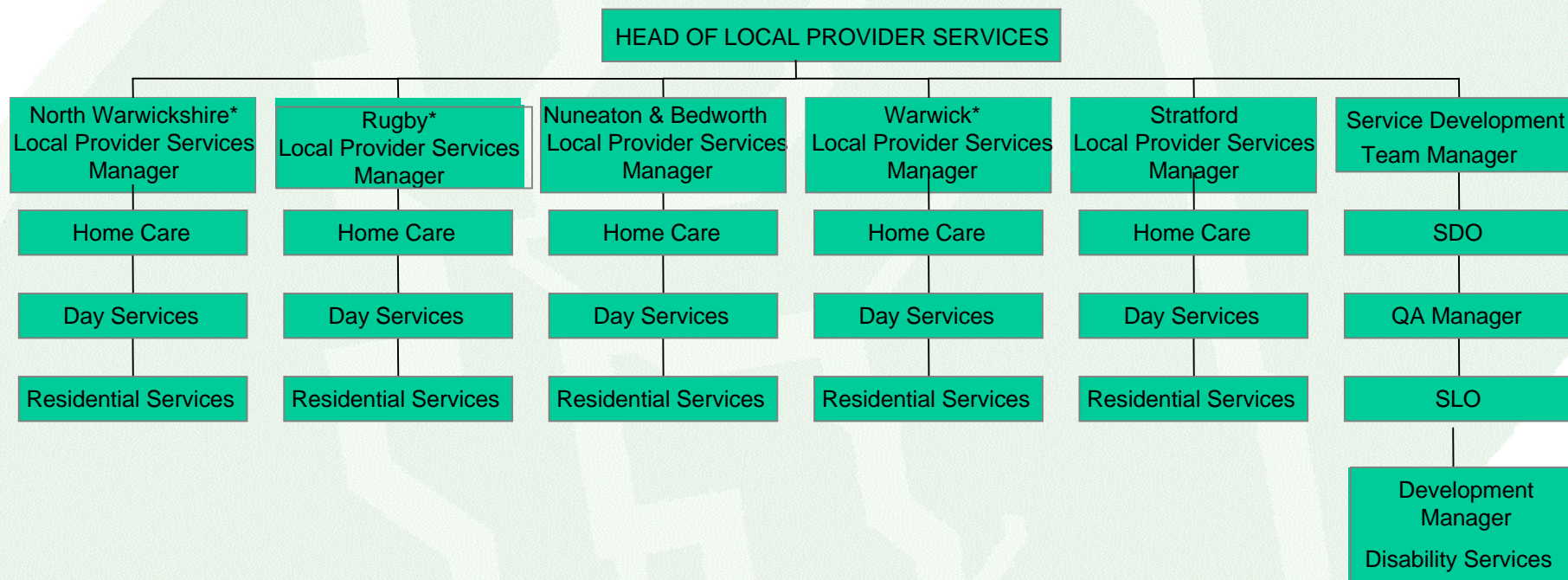
Adult, Health & Community Services

Appendix 1



Adult, Health & Community Services

Appendix 2



* To have a co-ordinating role for Home Care, Residential Homes, Disabilities Services

Adult, Health & Community Services

Assimilation Process for Re-structuring

Recruitment to roles within the new structures may involve a number of stages, posts progressing to the next stage if they remain unfilled.

1. Slot-In

Where the duties and responsibilities of an existing post holder are wholly or mainly reflected in the service specific responsibilities attached to a new post (75%+) relevant staff would be slotted into those posts without further process. Please see * below for examples.

2. Ring Fence

Posts which are then left unfilled, will be the subject of a recruitment process open to staff who meet the following criteria:

- Currently employed within the Directorate
- It is known that their current role will no longer exist within the new structure
- They meet the essential requirements of the post

3. Open Competition

Posts that still remain unfilled can be advertised and out to open competition.

* Examples relating to stage 1 above.

The following could result in a slot-in:

- The new post carries the same level and type of responsibility for the same services provided to 75% of the same target group.
- The new post carries the same level and type of responsibility for the same front line services. Other responsibilities that comprised 15% of the job are different.

The following would not result in a slot-in :

- The new post carries the same level and type of responsibility for the same services provided to 35% of the same target group.
- The new post carries a different level of responsibility for the same services across a 50 % bigger geographical patch.
- The new post carries the same level and type of responsibility for the same front line services, but other responsibilities, which comprise 30% of the job are different.