

SUBJECT: SOCIAL CARE AND HEALTH SENIOR LEADERSHIP REVIEW

MEETING: CABINET

DATE: 27 JULY 2016

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To propose a revised senior leadership structure for Social Care and Health.

2. RECOMMENDATIONS:

- 2.1 To agree a fit for purpose senior leadership structure for Social Care and Health.
- 2.2 To authorise the Chief Officer to proceed with management action necessary to give effect to these changes in keeping with approved Council employment policies.
- 2.3 To request that should the costs of redundancy not be able to be met from the directorate, these costs be covered from the Redundancy and Pension Reserve.
- 2.4 To request access to the invest to redesign reserve to support the transformation capacity needed to deliver the practice change needed for sustainable improvement in children's services.

3. KEY ISSUES:

- 3.1 Social Care and Health in Monmouthshire is at critical stage of practice lead transformational change. The context for this restructure is the need to ensure there is the right leadership capacity and capability to deliver consistently high standards of well-being, prevention, managed social care support and safeguarding across adult and children's social care. The proposed structure builds on the strengths that exist across the directorate, establishing an integrated social services leadership team.
- 3.2 The structures in Social Care and Health have been stable for a number of years, and reflect the traditional model of separate management of adult and children's services. The implication of the Social Services & Well-being (Wales) Act (2014) is that a 'people focussed' approach; leadership structures need to adapt to reflect this change of direction. The language and ethos of the Act is that a common approach for 'people' with care and support needs will achieve better outcomes for adults and children, within the context of their families and communities. The Act embeds legislatively the shift away from service led solutions to well-being, early intervention and prevention. In addition, adult safeguarding has a new legal basis and the Act also requires the consideration of further integration with the NHS.
- 3.3 Overall, the proposed structures aim to deliver a collective, purposeful, leadership team, building on the strengths in the areas of transformation and commissioning in adult services and safeguarding in children's services. The structures reflect the need to strengthen transformational capacity leaning into children's services to support the improvement

journey. The leadership structures aim to support effective partnership working within, and outwith, the Council so we are well positioned to play a leading role in regional collaborations. They also take integrated health and social care delivery to the next stage of maturity through integrating well-being and direct service provision into the remit of Integrated Service Managers who are aligned with primary care. This is an enabling structure which will facilitate further NHS integration.

3.4 This report recommends a sustainable structure that enables the policy direction of the Directorate to be delivered. It proposes deletion of the following posts:

- Head of Adult Service
- Head of Children's Services
- Service Manager – Care & Assessment – Children's Services
- Service Manager – Fostering, Adoption & Looked After Children
- Service Manager – Safeguarding
- Service Manager Learning Disabilities & Mental Health
- Integrated Service Manager x 2
- Team Manager – Direct Care
- Team Manager – Disabilities (0.81)

It proposes creation of the following posts:

- Head of Service - Adult Services & Transformation
- Head of Service – Children's Services & Safeguarding
- Service Manager – Well-being, Family Support & Safeguarding
- Service Manager – Managed Care & Looked After Children
- Service Manager – Disabilities and Mental Health
- Service Manager – Integrated Services (x 3 integrated positions with ABUHB)
- Commissioning Lead – Children's Services
- Team Manager – Disabilities (0.5)

3.5 There will be some changes to where services are aligned as a consequence of these proposals; with the aim of delivering a coherent, all age approach to well-being and managed care. The main changes will be:

- Integrated commissioning and transformation functions across Social Care and Health under the leadership of the Head of Service – Adults and Transformation. The following posts will support the Head of Service in these directorate wide responsibilities.
 - A Service Manager for Transformation will be created to lead a team to support practice lead transformation across Social Care and Health, with a particular focus on developing confident, outcome focussed practice in children's services which is fundamental to sustainable improvement. This Service Manager position will have responsibility for social care workforce development across the social care sector including succession planning, workforce planning and training.
 - The Service Manager for Commissioning will lead an integrated commissioning function, ensuring that children's services benefit equally from strengths in commissioning, service redesign and market development. A commissioning lead for children's services will be created to ensure there is expertise and capacity in this critical area.
- Alignment of children's and adult safeguarding under the leadership of the Head of Service – Children's Services and Safeguarding. This will ensure that adult safeguarding

is afforded the same priority as safeguarding children, building on the strength of the safeguarding and quality assurance unit within children’s services.

- An all age approach to social work for children and adults with disabilities under the leadership of a Service Manager – Disabilities and Mental Health. This will ensure a coherent, all age approach, addressing differences in practice at critical transitions from childhood to adulthood.
- Management of early intervention and prevention in children’s services will be integrated with the ‘front door’ of statutory children’s services. Accordingly, the Team around the Family (TAF) will move from policy and partnerships to children’s services.

3.5 The current and proposed configurations are presented at Annex 1.

4. REASONS:

4.1 There is recognition that we need to strengthen Social Care and Health leadership capability and capacity to deliver sustainable practice lead improvement in adult and children’s social services. A renewed leadership team is proposed with the capability and capacity to address the challenges of demographic change, increasing complexity and reducing budgets. These leadership structures will mean we are well positioned to rise to these challenges.

4.2 Central to these proposals is a recognition that the way we support and safeguard children and young people and adults will be improved if the whole of social care and health benefit from the strengths located currently in parts of the directorate. The shift to targeted early intervention and prevention, outcome focussed social work practice, remodelled service offers and integrated working will be enabled by leaders who work together to deliver a clear common vision and set of priorities.

5. RESOURCE IMPLICATIONS:

5.1 The recurring cost of the structure is cost neutral to the directorate, detail of these costs are shown below:

Current Posts Proposed to be Deletion	Proposed Post
Head of Adult Services (£94,000)	Head of Service - Adult Services & Transformation (£94,000)
Head of Children’s Services (£94,000)	Head of Service- Children’s Services and Safeguarding(£94,000)
Service Manager – Care & Assessment – Children’s Services (61,000)	
Service Manager – Fostering, Adoption & Looked After Children (61,000)	
Service Manager – Safeguarding (61,000)	
	Service Manager - Well-being, Family Support & Safeguarding (£66,000)
	Service Manager – Managed Care & Looked After Children(£66,000)
Service Manager Learning Disabilities & Mental Health (61,000)	

	Service Manager – disabilities and mental health (£66,000)
Integrated Service Manager x 2 (122,000)	
Team Manager – Direct Care (56,000)	
Team Manager – Disabilities (41,000)	Service Managers - Integrated Services x 3 (£183,000)
	Commissioning lead – (£56,000)
	Team Manager – disabilities 0.5 (£26,000)
Total: £651,000	Total: £651,000

5.2 It is proposed to create two posts, one Transformation Manager (at Service Manager grade) and a Practice Change Team Manager which will be occupied initially for two years to support practice led change, particularly the improvements needed in children’s services. These posts will serve to strengthen resilience around social care practice allowing us to remain within current budgets. The rationale is to transfer the method of practice improvement which has proved so successful in adults to children’s services. As such we request £250,000 over two years to fund the initial appointment of these posts from the Invest to Redesign reserve.

5.3 Initially an internal process will be conducted to recruit to positions within this structure. This process will recognise that a number of officers are being placed ‘at risk of redundancy’. Where appropriate, they will be considered for opportunities in keeping with the Council’s employment policies.

5.4 It is not possible at this stage to give an accurate estimation of costs associated with severance of employment given that there are processes to work through. The directorate will look to cover any severance costs, but in the event that these cannot be covered a request will be made to cover these via contingent liability reserve.

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

6.1 Cabinet approval will see the establishment of a collective leadership team which is focused on the sustainability of high quality well-being approaches and social care services. It will be a leadership team which ensures the resilience of Social Care and Health in Monmouthshire which is critical to the Wellbeing and Future Generations Act.

6.2 Leadership of all aspects of safeguarding will be strengthened by these proposals, through the alignment of adult and children’s safeguarding responsibilities, as part of the whole authority approach to ensuring safeguarding is everybody’s business.

6.3 The leadership structures will strengthen management of services which support our looked after children, thus enhancing how we fulfil corporate parenting.

7. CONSULTEES:

A period of informal engagement, followed by formal consultation has taken place with employees affected by the changes and with Trades Unions in accordance with the Service

Redesign Protocol. Initial proposals were amended to take on board comments from consultees. These final proposals have been positively received, and are supported, by those consulted.

8. BACKGROUND PAPERS:

None

9. AUTHOR:

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10. CONTACT DETAILS:

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