

SUBJECT:	Direct Care Leadership Arrangements
DIRECTORATE:	Social Care and Health
MEETING:	Single Member Decision
DATE:	January 2017

1. PURPOSE

- 1.1. To seek approval from the Cabinet member for Social Care and Health to make permanent the current arrangements for the operational management of older people's direct care services

2. RECOMMENDATIONS

- 2.1. That the Cabinet member for Social Care and Health approves the structure detailed in Appendix 1 [changes highlighted in light blue] in support of the structure detailed in Appendix 2.

3. Background

- 3.1. When team management of direct care was reduced from 3 to 2 FTE the initial arrangements set in 2010 were to have a Team Manager for Direct Care & Disability Services in the north and in the south of county. Following one of the Team Managers leaving, interim arrangements were put in to place for older people services to be overseen by myself and Disability services to be overseen by Commissioning Officers. This was intended as a temporary measure. .
- 3.2. In 2014 I was seconded to oversee the development of Mardy Park and the roll out of relationship based care at home services. At this time the Care at Home Lead for South Monmouthshire and the Head of Care for Severn View became operational leads for homecare and residential care respectively and received an honoraria for this. I retained overall operational responsibility for direct care services (see Appendix 1).
- 3.3. In 2015 the operational lead for residential services was given main lead for Mardy Park RC when the incumbent manager's contract was not renewed. To enable this to happen we created a Temporary Head of Care at Severn View.
- 3.4. In addition the Information Officer for direct care services was given an honoraria in recognition of the level of work / projects undertaken. This honoraria has been in place for 3 years.

4. Key Issues

- 4.1. The approval by Cabinet of the Integrated Services Manager [ISM] structure necessitates the resolution of direct care operational management arrangements on a permanent footing.
- 4.2. The introduction of three professional leads (social work, therapy and direct care) at ISM level is a strategic and development role. The direct care ISM does not replace the operational management of direct care services across the county. The senior management arrangements cannot move forward without the operational arrangements being resolved on a permanent basis.
- 4.3. As outlined in the background section above the four roles highlighted [light blue] have been temporary for a long time. There are further secondments behind these posts and there is now an urgent need to place these roles on a permanent footing to

give security to staff involved and establish an accurate staff establishment list and associated budget.

4.4. Due to delays in the development and implementation of SCH's senior management structure we have had to move ahead with associated restructures. The new model of service delivery at Mardy Park to deliver mandated savings was predicated on the structure in Appendix 1 being made permanent.

4.5. Professional and operation management arrangements are required for direct care to support locality working whilst maintaining consistency, professional development and fulfilling requirements for the Care Council, CSSIW and Commissioning.

5. REASONS

5.1. By implementing the revised structure we ensure robust arrangements for the operational management of direct care services. There are currently 240 people employed within these teams and the changeable and complex nature of services requires clarity and availability of leadership throughout services.

5.2. The structure clearly supports the development of 'placed based' arrangements for service delivery and the further move towards integrated approaches within social care and health. The overall structure is predicated on operational arrangements being local and professional support being countywide to balance the placed based approach with consistency.

5.3. The structure within direct care will create the required leadership arrangements at a locality level that will support innovation and integrated working that supports locally determined arrangements. This will include:

5.3.1. Step up / Step Down at Severn View and Mardy Park

5.3.2. New approaches to respite and short breaks

5.3.3. Direct Involvement of social work in relationship based models of care and support

5.3.4. Relationship based approaches in enablement across direct care and care management.

6. RESOURCE IMPLICATIONS

6.1. The table below details the required funding arrangements setting out the current funded posts against those required in the new structure. The allocation of the funding for the Team Managers post to the senior management re-organisation is causing a shortfall of £41,065.

6.2. The shortfall highlighted will be funded via the staffing review and restructure in the 'My Day My Life' project within Disability Services that has already been undertaken.

FUNDED POSTS	£	REQUIRED POSTS	£
Team Manager Direct Care	Already allocated	Residential & Day Services Lead	51,359
Head of Care Severn View	46,500	Head of Care Severn View	46,500
Information Officer	28,738	Performance & Improvement Lead	37,338
Care & Support Lead for South Mon.	41,395	Lead for Care & Support & South Mon C&S Lead (Registered Manager)	46,500
Homecare Duty Officers (1.65 fte)	47,219	Homecare Duty Officers (1.40 fte)	39,951
Team Lead Severn View Day Services	41,395	Team Lead Severn View Day Services	24,664
	205,247		246,312
		Shortfall	41,065

7. CONSULTEES

- 7.1. Current direct care leadership team.
- 7.2. Workforce development group, SCH.

8. BACKGROUND PAPERS:

- **Cabinet Paper – SCH Senior Management restructure**

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