

5 January 2015

Agenda Item: 11

REPORT OF THE CORPORATE DIRECTOR FOR ADULT SOCIAL CARE, HEALTH AND PUBLIC PROTECTION

REVIEW OF THE INTERIM SENIOR LEADERSHIP STRUCTURE WITHIN THE ADULT SOCIAL CARE, HEALTH AND PUBLIC PROTECTION DEPARTMENT

Purpose of the Report

1. To update members on the interim senior structure of the department and to seek approval for a continuation of the current structure.

Information and Advice

2. Within the substantive establishment of the department, there are currently four Service Director Posts reporting to the Corporate Director. These posts cover the areas of:
 - a) Older Adults Personal Care and Support
 - b) Younger Adults Personal Care and Support
 - c) Promoting Independence and Public Protection
 - d) Joint Commissioning, Quality and Business Change.
3. The substantive structure was established following the Corporate Organisational redesign process following the merger of the Public Protection functions with Adult Social Care and Health.
4. In November 2013, Adult Social Care and Health Committee approved the establishment of an interim senior management structure which aligns service responsibilities within a locality model. This interim structure was agreed in the context of the duties of the Corporate Director to the vice presidency of the national Association of Directors of Adult Social Services (ADASS), and the subsequent position of President from April 2014, and the establishment of interim role of Deputy Director to provide day to day leadership and management of the department with support from the Corporate Director. The interim structure provides for the posts of:
 - Deputy Corporate Director
 - Service Director South Nottinghamshire
 - Service Director Mid and North Nottinghamshire
 - Service Director Access and Public Protection.
5. Following approval of a business case in February 2014, County Council agreed to a reduction in the numbers of Group Managers from 16.8 FTEs to 13.8 FTEs and

redistribution of the management responsibilities of these third tier posts within the department aligned to the interim senior management structure.

6. During 2014/15 the department has been focused on preparations to implement the Care Act. Work has progressed exceedingly well across a number of work stream areas including financial modelling, resource planning, information and advice, assessment and support planning as well as other areas of activity. Nottinghamshire County Council has been asked to present at various national and regional events and conferences in recognition of the leading work which the authority is undertaking.
7. National policy is aimed at delivering an integrated service delivery model across health and social care which prevents delays and defers the need for hospital based treatment and long term social care. Over the course of the last 12 months Nottinghamshire has been successful in developing integrated approaches to care; becoming one of only five exemplar authorities fast tracked to deliver the Better Care Fund, and the only two tier authority to achieve this status.
8. Alongside the national change agenda, the department has also been seeking to address local transformation of services in order to ensure a sustainable service offer in the short and longer term. The Adult Social Care Strategy approved by Council in April of this year is being developed into a programme which will be fully implemented alongside the implementation of the Care Act. The strategy provides for new ways of working, revised systems and processes and a new charter of responsibilities and expectations with the public. Essential elements of the strategy are already being delivered through the assessment and review of individual service users of services and the contracts being developed with the provider sector. Engagement and communication has commenced with managers and staff across the county to begin the process of cultural change which is required to deliver the strategy. Public communication is now commencing prior to the new operating models becoming embedded throughout the next twelve months
9. The department is focused on delivery of the business cases for service transformation and budget reduction as agreed by Council in February 2014. With one or two exceptions (as reported previously to committee) we anticipate reaching our targets for this financial year and current forecasting shows that planned spending will not exceed the departmental budget.
10. Activity levels across the county remain high and managers have worked hard to ensure a continued focus on maintaining good performance. As reported to committee Nottinghamshire fared well in the sector led improvement peer review process, with good levels of performance compared to regional and comparator authorities. Whilst there are reductions in performance in some areas, overall performance remains good with capacity for further improvement.
11. Maintaining a high quality care market is essential to the delivery of the Adult Social Care Strategy and the Care Act. Throughout the year we have kept a watchful eye on the quality of service provision and have ensured a robust response to any issues of poor quality provision and to allegations of abuse. The department has proactively worked with providers to improve quality and intervened early where concerns were beginning to be raised, as well as taking immediate action where this has been required. Alongside this approach to quality

management we have introduced new safeguarding procedures to ensure a proportionate and personal approach to keeping people safe.

12. The work identified through the Redefining Your Council framework has shown that the Adult and Health portfolio will require a major programme of work and considerable extra capacity to achieve the transformation required. There has been a council wide acknowledgment of this and temporary transformation posts to bolster the current capacity within the department were approved by Committee in November 2014; the recruitment to these posts is in progress and the outcome of this will be reported to Committee in due course.
13. The current interim management arrangements are due to cease at the end of March 2015 at which point the temporary appointments and cover arrangements will end. This will require the department to revert back to the substantive structure as outlined in paragraph 2 of this report.
14. However given the continued national policy drive toward the development of integrated health and social care services and the strong progress made locally to deliver this agenda, dismantling the current senior supporting structures would not be helpful to the Council at this time. Therefore it is recommended that the interim arrangements are maintained until such time as the Chief Executive and Corporate Director for Adult Social Care, Health and Public Protection, on his return from ADASS, can determine the appropriate departmental senior officer team within the overall organisational structure of the authority.
15. Committee is therefore requested to approve an extension of the current arrangements for a three month period from April to June 2015 in order that a more permanent structure can be recommended to Members.

Other Options Considered

16. Other options considered were:

- i. the continuation of the current interim structure will provide for the required level of partnership development and co-ordination with local health services in order to take forward the integration agenda
- ii. the establishment of a new permanent structure at this time is not considered advisable due to the appointment of the new Chief Executive who may wish to review the overall organisational requirements
- iii. reverting back to the substantive structure will pose a risk to the development of partnerships which have developed over the last 12 months.

Reason/s for Recommendation/s

17. The continuation of the interim structure allows for the development of adult social care services in line with the national policy direction and fits with the local health and social care landscape.

Statutory and Policy Implications

18. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

19. There are no financial implications as a consequence of this report.

Human Resources Implications

20. This report proposes to continue the current interim senior management structure which realigns responsibilities of the current Service Director posts, as shown in paragraph 4.

RECOMMENDATION/S

1) It is recommended that Committee:

- approves the continuation of the current interim arrangements for a period of three months from 1 April to 30 June 2015
- approves all temporary appointments and cover arrangements be extended to cover this period.

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Constitutional Comments (KK 18/12/14)

21. The proposals in this report are within the remit of the Adult Social Care and Health Committee.

Financial Comments (KAS 20/12/14)

22. There are no financial implications contained within the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- ASCH210 – Organisational Redesign Within the ASCH&PP Department.

Electoral Division(s) and Member(s) Affected

- All.

ASCH281