

31st March 2014**Agenda Item: 10****REPORT OF THE DEPUTY DIRECTOR FOR ADULT SOCIAL CARE AND
HEALTH AND PUBLIC PROTECTION****ORGANISATIONAL REDESIGN WITHIN THE ADULT SOCIAL CARE AND
HEALTH DEPARTMENT****Purpose of the Report**

1. To update Members on the Group Manager structure for the department following internal consultation and to propose the new Tier 5 structures to align with the senior management structure.

Information and Advice

2. In a report to the Adult Social Care and Health Committee dated 25 November 2013 a new interim senior management structure was proposed and agreed, to allow the department to better align itself with the three emerging health communities and to further develop a partnership approach to deliver a better integrated service to the public.
3. The interim senior management structure was implemented with effect from 1 January 2014 and has three Service Director posts covering North and Mid Nottinghamshire, South Nottinghamshire and Access and Public Protection.
4. In order to achieve savings as proposed in Outline Business Case A12- Horizontal Group Manager Restructure, which proposed a reduction of 3fte and to align the Group Manager Structure with the new Service Director Structure a new group manager structure was proposed in the report of 25 November 2013. Following internal consultation with Managers and external consultation on other Outline Business Cases it has been necessary to make changes to the structure shown as Appendix 1 in the 25 November report and appended again for information. The changes, and their rationale, are detailed below and reflected in the new Group Manager Structure attached as appendix 2.

Change 1: The new structure has 14fte Group Manager posts which is a reduction of 2.8fte not 3fte as outlined in the Outline Business Case and requires retaining 0.2fte to increase the Group Manager Safeguarding and Access to a full time position.

Rationale: In order to provide a "seamless service" it was agreed to combine the roles of access and safeguarding under one Group Manager. The two areas will be aligned to ensure people receive an appropriate service to their needs. Both services are based at the Customer Service Centre and by amalgamating the functions it will improve

outcomes for citizens and increase resilience. The increased remit of this role requires a full time incumbent to ensure the service is managed safely. The cost of this additional 0.2fte can be met from the Group Manager budget when non pay elements of the budget are considered and the savings associated with the outlined business case will still be achieved.

Change 2: The proposed Group Manager and Reablement post has been changed; Reablement is now placed with Older Adults Operational Group Managers and Access has been combined with the responsibilities of the Safeguarding Group Manager.

Rationale: The integration of reablement is key to better integration between Health and Social Care, to facilitate closer working reablement services will be aligned with health services in South Nottinghamshire, Mid Nottinghamshire and Bassetlaw. The four Group Managers for older people will be geographically based in line with health and will be responsible for reablement from April.

Change 3: Business Support and Market Development Services Group Manager post has been changed to Quality and Market Management.

Rationale: The removal of business support from the responsibilities reflects the move to a joint Business Support Service for Adult Social Care & Health and Public Protection and Children, Families & Cultural Services following the Support Services Review so provision for business support management at this level is no longer required departmentally. The inclusion of Quality and the change from market development to market management is to reflect the importance the department places on monitoring the standard of provisions by commissioned services.

Change 4: Performance as a role has been removed from the Strategic Commissioning post.

Rationale: Going forward this will be a centralised service managed in the Policy, Planning & Corporate Services

Change 5: The Group Manager for Day services post has been changed to Group Manager Day Services and Employment and includes responsibility for supported employment

Rationale: This is to maintain a strategic lead for Supported Employment and retains the function as one service managed by the existing Service Manager.

Change 6 Line management of Day Services and Employment Group Manager and Residential Services Group Manager has transferred to Adult Social Care and Public Protection Deputy Director

Rationale: Placing line management of these two posts along with Strategic Commissioning Group Manager post under the Deputy Director allows an over sight of all commissioned and provider services across the department.

Change 7: There are now two Older Adults Group Manager posts covering the Broxtowe Gedling and Rushcliffe areas.

Rationale: This change has been made in conjunction with the decision to place reablement services with operational group managers, this along with the services managed in Hospitals in these districts meant one posts would not be sufficient.

Change 8: The Trading Standards Group Manager post has been changed to Trading Standards and Community Safety Group Manager.

Rationale: This is to reflect the transfer of responsibility for Community Safety in to the Department.

5. The relevant HR processes have been undertaken; the new Group Manager structure has been appointed to and is ready to be implemented with effect from 1 April 2014. The Group Managers will move to the new structure on existing terms, conditions and pay grades and will be subject to job evaluation for those posts that have new or changed job descriptions.
6. Appendix 3 shows the proposed tier 5 structure for the department for approval. The tier 5 structure aligns the roles and responsibilities of the department and the existing teams with that of the tiers above. The tier 5 structure retains 2fte at service manager level and this is to ensure enough management capacity to maintain service delivery in two service areas, Days Services and Employment and Residential Services, where the services are both geographically widespread and offer to serve to a wide range of service users.
7. Implementation of the tier 5 structure as outlined in appendix 3, is proposed for 1 April 2014, in advance of staffing reductions to achieve savings targets for Outline Business Cases B01- Older Adults Assessment & Care Management, B03- Older Adults Social Care Staff in Hospital settings & B07- Younger Adults Personal Care and Support, Care Management and Assessment Teams from October 2014. Early implementation of this structure is essential to maintain momentum of integration work between Health and Social Care and to maintain service delivery in the interim.
8. The tier 5 structure has been designed on the principle of least disruption to the service whilst maintaining a manageable and equitable division of work as far as possible. Employees within the structure will move to the new structure on existing terms and conditions with new or changed jobs being subject to job evaluation.
9. To deliver the transformation of services across the department in line with agreed OBC's, 4.95fte existing temporary transformational posts, will be extended for 12 months on existing terms and conditions, funded by departmental reserves. The posts are:
 - 1.0 fte Researcher/Evaluator, Band A
 - 1.0 fte Commissioning Officer Band C
 - 1.0 fte Project Manager Reablement Services Band D
 - 0.95 fte Strategic Review Manager Band E
 - 1.0 fte Strategic Development Manager Band E
10. In addition to the above posts, Health funding has been secured for 2fte posts to further support the integration of Health and Social Care. These posts will assist with the overarching integration agenda in preparation for the transformation programme commencing in 2014/2015 under the Better Care Fund. The posts are 1 fte START Team

Project Support which is an existing post to be extended and 1fte Project Manager which would be established as a new post.

Other Options Considered

11. The continuation of the current structure will not provide for the required level of partnership development and co-ordination with local health services in order to take forward the integration agenda and does not align to the changes made at tiers two and three and is therefore no longer fit for purpose.

Reason/s for Recommendation/s

12. The establishment of the proposed new 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

13. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), 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

14. The full saving of £200,000 can still be achieved despite the reduction of 2.8fte Group Managers instead of 3.0fte Group Managers, due to the reduction in non pay budgets associated with these posts.
15. The posts outlined in section 9 are detailed in the table below, and these will be funded from departmental reserves.

Post Title	FTE	14/15 salary inc on costs
Researcher/Evaluator	1.00	£34,920.32
Commissioning Officer	1.00	£44,762.90
Project Manager Reablement Services	1.00	£48,251.19
Strategic Review Manager	0.95	£54,656.52
Strategic Development Manager	1.00	£57,533.17
Total	4.95	£240,124.10

16. The posts funded by Health outlined in paragraph 10 are detailed below:

Post Title	FTE	Cost*
START Team Project Support	1.00	£36,999.91

Project Manager	1.00	£51,728.98
Total	2.00	£88,728.89

* Cost calculated at top of grade with on costs.

Human Resources Implications

17. This report proposes to:

- Establish the new tier 5 structures as outlined on Appendix 3 – the posts to maintain their current terms & conditions and any changes to roles and job description will be subject to job evaluation
- Confirm the Group Manager establishment as 14 fte
- Confirm the Service Manager- Employment in the Day Services and Employment Group as a permanent post
- Extend 1 fte START Team Project Support, to be funded by Health for a period of 12 months to 31 March 2015
- Establish 1 fte Project Manager, Band D (subject to job evaluation) to be funded by Health for a period of 12 months to 31 March 2015
- Extend the following temporary posts with until 31 March 2015
 - 1 fte Researcher/Evaluator, Band A
 - 1 fte Commissioning Officer Band C
 - 1 fte Project Manager Reablement Services Band D
 - 0.95 fte Strategic Review Manager Band E
 - 1 fte Strategic Development Manager Band E

RECOMMENDATION/S

It is recommended that the Adult Social Care and Health Committee:

- 1) Notes changes to the interim Management Structure at Group Manager level
- 2) Approves the proposed Tier 5 structure
- 3) Approves the temporary extension of transformational posts for implementation from 1 April 2014.

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Constitutional Comments (KK 18/03/14)

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

Financial Comments (KAS 19/03/14)

19. The financial implications are contained within paragraphs 14 to 16 of 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.

None

Electoral Division(s) and Member(s) Affected

All