

25th November 2013

Agenda Item: 6

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

ESTABLISHMENT OF AN INTERIM SENIOR LEADERSHIP STRUCTURE IN THE ADULT SOCIAL CARE, HEALTH AND PUBLIC PROTECTION DEPARTMENT

Purpose of the Report

1. To propose an alteration to the existing senior structure of the department and to ask members to agree to the establishment of a new interim senior management 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 current structure was established three years ago following the Corporate Organisational redesign process following the merger of the Public Protection functions with Adult Social Care and Health.
4. During the last twelve months it has become increasingly apparent that the Local Authority needs to work toward the development of a joint health and social care model in order to ensure that there is a sustainable health and social care offer to the people of Nottinghamshire.
5. 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. Transforming local health and social care services to deliver increased community based care to people is now both a national priority and a local necessity.
6. This policy direction is being underpinned by a financial commitment in the form of the Integrated Transformation Fund (ITF) which commits £3.8 billion of current funding across local government and the NHS to the delivery of an integrated plan to manage demand. The

ITF amounts to £30-£40 million of funding in Nottinghamshire, therefore it is essential that we have a coherent plan across health and social care services, and also service delivery models which support the delivery of the plan in partnership with colleagues in the NHS and District / Borough Councils. The planning and utilisation of the ITF will be overseen by the Health and Wellbeing Board and the fund itself will take the form of a pooled budget.

7. For this reason, we are proposing to realign the senior management structure of the department to reflect the health communities across the County in order that we can further develop the partnership approach and deliver an integrated service to the public. Within Nottinghamshire there are six Clinical Commissioning Groups who have formed three local health communities reflecting the local health economies of Bassetlaw, Mid Nottinghamshire and South Nottinghamshire. The department is therefore proposing to create two Service Director Posts which will have responsibility for all assessment and care management services on the geographical basis of Bassetlaw and mid Nottinghamshire; and South Nottinghamshire respectively. A third Service Director Post will continue to provide leadership and management of the Access and Reablement functions on a countywide basis, together with Public Protection services and some countywide strategic functions such as safeguarding and quality development.
8. In light of the successful election of the Corporate Director to the Vice Presidency of the national Association of Directors of Adult Social Services, and the subsequent position of President from April 2014, an interim role of Deputy Director has been appointed to for a period of 17 months. This post will provide day to day leadership and management of the department with support from the Corporate Director.
9. As part of the County Council Budget Challenge process, a separate business case is currently being consulted upon which proposes a reduction in the numbers of Group Managers from 16.8 FTEs to 13.8 FTEs and redistributes the management responsibilities of these third tier posts within the department. It is proposed that these posts are aligned with the proposed senior management structure as outlined in this report. A summary organisational structure chart is appended to the report.
10. The interim structure recognises both the need to integrate more fully with local health services and the requirement to meet the authority's budget challenge over the next two to three years.
11. In addition to the service challenges which are presented by the County Council's financial position and the changes required in developing integrated services with the NHS, the department is also preparing for the implementation of the Care Act in 2016. Therefore the proposed structure is only being proposed on an interim basis in the full knowledge that the landscape within which adult social care is currently delivered will need to change significantly over the next two years.

Other Options Considered

12. Other options considered were:

- i. 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.

- ii. The establishment of a new permanent structure at this time is not considered advisable due to the uncertainty presented by the integration agenda together with the implementation of the Care Act over the next two years.

Reason/s for Recommendation/s

13. 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

14. 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

15. The additional costs of establishing the temporary Deputy Director role will amount to £16,308 over the next 18 months. This cost is fully contained within the funding received from the Association of Directors of Adult Social Services to provide back fill for the release of the Corporate Director to undertake national duties on behalf of the Association.

Human Resources Implications

16. This report proposes to establish an interim senior management structure which realigns responsibilities of the current Service director posts. The report seeks to change the remit of the current Service Director posts of Personal Care and Support Older Adults; Joint Commissioning, Quality and Business Change; and Promoting Independence and Public Protection to provide for posts which are responsible for Bassetlaw and Mid Nottinghamshire; South Nottinghamshire and Promoting Independence and Community Safety respectively.

RECOMMENDATION/S

- 1) It is recommended that the Adult Social Care and Health Committee approves the establishment of an interim senior management structure which aligns service responsibilities within a locality model.

DAVID PEARSON

Corporate Director for Adult Social Care, Health and Public Protection

For any enquiries about this report please contact:

Jon Wilson
Temporary Deputy Director
Email: jon.wilson@nottsccl.gov.uk

Constitutional Comments (KK 13/11/13)

17. The proposal in this report is within the remit of the Adult Social Care and Health Committee.

Financial Comments (KAS 14/11/13)

18. The financial implications are contained within paragraph 15.

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

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