

TITLE OF REPORT: Restructure of Care, Wellbeing and Learning

REPORT OF: Alison Elliott, Interim Strategic Director, Care, Wellbeing and Learning

Purpose of the Report

1. To seek Cabinet approval to recommend to Council a new senior management structure within Care, Wellbeing and Learning to ensure that there is the capacity to deliver further redesign across the Group to both improve outcomes for Gateshead residents and deliver savings.

Background

2. The Council agreed a new Council Plan 2015 – 2020 on 16 July 2015. The Council Plan has been developed to respond to the significant challenges Gateshead is facing in continuing to meet the changing needs of local people and businesses in the current economic climate, today and in the future. The Council Plan will enable the Council, with partners, to be better placed to achieve positive outcomes for the people of Gateshead and deliver the ambition of Vision 2030 over the next 5 years.
3. The Council continues to face a number of challenges managing significant budgetary pressures, whilst meeting increasing demand as a consequence of demographic changes and a rapidly changing policy context. It is anticipated that the scale and depth of these changes will continue throughout the timeframe of the Council Plan (i.e. until at least 2020) so the Council needs to ensure it can adapt with pace and purpose to continue to provide the best possible services to its residents.
4. Care Wellbeing and Learning will need to deliver major change to meet these challenges and it is the responsibility of the Strategic Director to ensure that the Group's organisational structure is designed to meet these challenges, and deliver the Council's priorities and objectives, by having the right skills and capacity in the right places across the Group. This report addresses the co-ordination of functions within the senior management structure.
5. The management structure of the Council changed significantly in October 2014 with the establishment of five new service groups (Care, Wellbeing and Learning, Communities and Environment, Policy, Growth and Transformation, Corporate Resources, and Corporate Services & Governance) and has continued to change as the Council adapts to meet increasing challenges.
6. These proposals build on previous changes, specifically within Care, Wellbeing and Learning: they recognise that the Council is continuing to face enormous challenges in respect of the financial climate, and adapting to major changes to national policy which will affect how our services, and public services in general, are delivered (e.g. the devolution agenda, and changes in health and social care and in housing).

7. In the next 5 years Care, Wellbeing and Learning plan to focus on:
- **Increasing community, individual and council resilience** – supporting people to help themselves, whilst making sure that we work with our partners and residents to help and protect those most in need. To do this we will:
 - Encourage the take up of direct payments.
 - **Promoting early help and prevention** – working in partnership to make sure we protect people but also supporting people earlier so that they can help themselves. To do this we will:
 - Develop preventative and assertive early intervention services to reduce further demand which is more costly. This means improving our intelligence so we can target resources.
 - **Targeting our effort, with partners, to those in greatest need and in areas where greatest impact can be achieved** - supporting people and communities with the greatest health and care risks and needs. To do this we will:
 - Work with partners to develop person-centred service models that address multiple and complex issues. We will share data and systems and pool budgets with partners, where appropriate, to increase effective and targeted integrated programmes for individuals and communities most in need.
 - Use systems that provide data and intelligence to review and revise services.
 - Target activity with partners, so that there is less inequality between neighbourhoods
8. The senior management structure must reflect these priorities.

Proposal

9. It is proposed that the structure shown in Appendix 2 is implemented for the Care Wellbeing and Learning Group.

Recommendations

10. It is recommended that Cabinet agrees and recommends to Council approval of the management structure as shown in Appendix 2 to this report, effective from 1 April 2016.

For the following reasons:

To enable continued improvement in the co-ordination of Council functions, the organisation of its staff, and to enable Council services to be delivered in a more efficient and effective way.

CONTACT: Alison Elliott extension: 3998

PLAN REF:

APPENDIX 1

Policy Context

1. The Council is operating in a challenging national policy context which has been compounded by Government funding reductions and announcements that indicate further significant reductions in resources available for local government.
2. The reconfiguration of services resulting from this reorganisation will assist in the delivery of Vision 2030 and in the implementation of the Council's Corporate Priorities as set out in the Council Plan 2015-2020 and its policy framework.

Background

3. The changes to the Council's senior management structure in October 2014 established the Care, Wellbeing and Learning Group with six Service Directors, plus the Director of Public Health. In addition there are 15 Service Managers (across Children's and Adults) and one Principal Social Worker (Adults).
4. In November 2015 the Service Director, Children's Commissioning left the Council for a new post and the Service Director, Commissioning and Business Development took voluntary redundancy. It was agreed to delete these two posts and move the commissioning functions in Children's and Adults under the responsibility of the Director of Public Health. The rationale for this move was to ensure that there was an integrated commissioning function across the group. The need for this remains, but on further analysis it has since become clear that there is a need for greater capacity and expertise to ensure that the proposed commissioning savings for 2016/17 and 2017/18, and beyond, are delivered. In particular, it is essential that the Council is able to effectively develop and manage the market (recently revealed as being relatively underdeveloped in the case of adult social care) to ensure quality outcomes for the residents of Gateshead.
5. Also included in the proposals is the allocation of responsibility at a senior level within the service group for quality assurance. It is important that there is a strong quality assurance process across Children's and Adults and in our commissioned services to give assurance to members and senior leaders on the quality of service and to generate efficiencies. It is therefore proposed to create a new Service Director post to oversee the integrated commissioning function and to take responsibility for quality assurance, supporting the Strategic Director in their statutory roles of director of children's services and director of adult social services.
6. The proposed new service group will therefore comprise five Service Directors:
 - Service Director, Children and Families
 - Service Director, Education and Learning
 - Service Director, Early Help (Children and Adults)
 - Service Director, Adult Social Care
 - Service Director, Health and Social Care Commissioning and Quality Assurance

7. The Director of Public Health will also be part of the CWL service group but will continue to report directly to the Chief Executive on all matters relating to the public health function.
8. In line with the rationalisation in Service Director capacity and responsibilities, it will be necessary to reduce the number of Service Managers. However, this will be subject of a further report as the plan to redesign of CWL is developed, reporting to Cabinet in the summer of 2016.
9. It is, however, proposed to delete the following posts in order to deliver savings, whilst ensuring that the functions continue to be delivered effectively:
 - Principal Social Worker (adults), this role will be carried out by a Service Manager in Adults as is currently the case in Children's Services.
 - Service Manager, Strategic Lead – Health and Social Care Integration (previously, Service Manager Safer Communities), the lead for Vanguard will be taken by the Policy Manager, whose role will be within the Quality Assurance Unit.

The proposals will facilitate consolidation of activity and the removal of duplication of effort, enabling efficiencies to be made, as well as the establishment of more cohesive and clear arrangements for the delivery of the functions within CWL.

Consultation

10. The Council's recognised trade unions have been consulted on the proposals within this report.
11. The Portfolio Leads of Adults, Children's and Health have also been consulted and are supportive of the proposals.
12. The Senior Management Team CWL have been consulted and have fully contributed to this report.

Alternative Options

13. The proposals are put forward by the Strategic Director as the optimum response to the demands placed on the Council, as set out this report. While one alternative option would be to make no change to the current organisational structure of the Group, this would not make the positive contribution toward achieving the aims set out within this report.

Implications of Recommended Option

14. Resources:

- a) **Financial Implications** – The Strategic Director, Corporate Resources confirms there will be a net saving to the Council of £0.27m from the proposals set out in this report, which will be captured as a contribution towards the proposed £3.3m saving around restructure of Adults Services, Commissioning and Quality Assurance.

- b) **Human Resources Implications** – A recruitment exercise will be required to appoint to the post of Service Director, Health and Social Care Commissioning and Quality Assurance (as well as to the posts of Service Director, Children & Families, following the resignation of the existing postholder, and the post of Service Director, Adult Social Care, following the transfer of the former postholder to a new role in Communities and Environment service group). A significant number of responsibilities within the proposed new post of Service Director, Early Help (Children and Adults) are currently within the post of Service Director, Children and Families’ Support: therefore, it is proposed that the existing postholder be ‘slotted in’ to the new post. Both posts will be job evaluated to establish their appropriate grading: any change recommended will be considered by the Council’s Contracts Committee. As regards the two service manager posts to be deleted: one is currently vacant while the holder of the other has applied for voluntary redundancy.
- c) **Property Implications** - There are no property implications arising directly from the proposals in this report.

15. Risk Management Implication - The proposals are expected to improve the co-ordination of Council functions, the organisation of staff, and to enable service to be delivered in a more efficient and effective way. They are also expected to minimise risk to the Council of service delivery failure in these important areas.

16. Equality and Diversity Implications - None

17. Crime and Disorder Implications – None

18. Health Implications - None

19. Sustainability Implications - None

20. Human Rights Implications - None

21. Area and Ward Implications - None

Background Information