

# **NEATH PORT TALBOT COUNTY BOROUGH COUNCIL**

## **SOCIAL CARE & WELLBEING CABINET BOARD**

**13 July 2017**

### **REPORT OF THE DIRECTOR OF SOCIAL SERVICES, HEALTH AND HOUSING – N. JARMAN**

#### **Matter for Decision**

**Wards Affected:** All

#### **Redesign of Management Arrangements**

#### **Purpose of the Report**

To ask Members to support in principle the proposed redesign of management arrangements within the Social Services, Health and Housing Directorate and to seek support to take these proposals forward.

#### **Background**

For the past 15 months the Head of Children and Young People's Services, in addition to covering his substantive position has also been covering the vacant Head of Adult Services position. During this time it has become evident that there are significant differences in the way in which social care services are delivered to Children and Young People and Adults in Neath Port Talbot. The two services operate in very different ways, e.g. for Children and Young People's Services there are clear standards around timescales, quality performance and management conversely for Adults, the service has never been mandated in this way. The Welsh Government, whilst recognising the close ties between Adult Social Care and Health, wishes to maintain a strong Social Services identity. The Social Services & Wellbeing (Wales) Act 2014 reinforces this approach as it describes the need to plan for 'services to people'. There are many areas of service provision

where it will be necessary for children and adult social workers to work together to meet the needs of the local population, furthermore there are areas of 'common' ground that need to be brought together to ensure a more consistent approach to the delivery of social care services across Children and Young People and Adult Services.

## **Proposal**

There currently exists an opportunity in Neath Port Talbot to revise the way in which Social Services are provided which would ensure a more coherent approach to management and service delivery. It is proposed to create a Directorate for People where the planning and strategy for Children and Young People and Adults comes together in the best interests of the people of Neath Port Talbot. This will serve to remove historic boundaries and address the different cultures that currently exist. In order to achieve this it is proposed that there is a redesign of the current Senior Management Team.

The Head of Children and Young People's Services to be redesignated Head of Social Work Services and take a Directorate wide approach to ensuring social work services in Neath Port Talbot are at the cutting edge of best practice and organised to meet the needs of people within the County Borough.

The Head of Commissioning and Support Services to be redesignated Head of Commissioning, Support and Direct Services and take responsibility for the planning and commissioning of services for people in Neath Port Talbot from cradle to grave.

The Head of Adult Services post to remain vacant for the next 18 months whilst the service redesign is implemented.

There is no intention to create generic social work teams as the importance of specialisms in social work has long been proven. Children and Young People and Adult Social Work Teams will continue to act independently in their day to day practice. This proposal sets out a vision to bring together the following common functions which are currently delivered separately.

As these proposals are around staffing matters it falls under the remit of the Personnel Committee which will consider this item on 24 July 2017. (Please see Structure Chart attached as Appendix 1)

## **Rationale for Proposed Changes**

### *1. Referring into Social Services*

At present the Social Services Health & Housing Directorate has a Single Point of Contact for Children and Young People's Services and the Team around the Family Service. Any member of the public who believes that a child or family needs support (from a low level to immediate safeguarding concerns) can ring one number and obtain expert advice and if necessary make a referral. In Adult Services there is a similar service called the Gateway Team, this service is integrated with Health to provide a single point of access to Adult and Health services in the community. At present the two teams operate in very different ways, in Children and Young People's Services there are clear standards set around response times, management oversight, decision making and referral pathways, for the Gateway Services this level of information is not available. The two services use the same computer system however they have been set up in very different ways hence the lack of any reliable management information from work completed in the Gateway Team. This is a clear result of separate planning processes by the two social work services within the Directorate.

Working together to create a Single Point of Contact for People across the Directorate (including community health) creates the opportunity to standardise best practice from across the two services in the best interests of the people in NPT. Anyone wishing to make a referral will be able to dial one number that will provide access to the whole service. Workers with expertise around children's welfare, adult social care, mental health, learning disability, community support- including health and the voluntary sector, work together to ensure that referrers get the right advice and services in a timely manner. This will be especially beneficial where there are families who need support caring for their children but where the adults themselves have support needs or where referral highlight concerns for an adult and there are children living in the same household.

### *2. Transition from Children to Adult services*

Despite great efforts over the years to ensure that there is seamless planning for young people who need to move from Children and Young

People Services to Adult Services there remain difficulties. Children and Young People Services and Adult Services are structured very differently and whilst a child/young person who is vulnerable will receive a service from one of the general social work teams in Children and Young People Services it is not always easy to see where they fit into an adult services structure. This is an issue for young people turning 18 years who do not have a diagnosed mental illness (and so may not be able to access the adult mental health service) and do not have a physical or learning disability. These young people, who will usually have had significant trauma in their lives, may have a personality disorder, attachment issues, traits of autism or emotional challenges which will affect their behaviour and make it unlikely that they will be able to cope in society as an independent adult. These young people are invariably a high cost to Children and Young People Services and without the right approach will be a high cost for Adult Services. Their longer term outcomes may be poor.

The proposal is to create a Transition Team in the Directorate. The team will bring together social workers and support workers from Children and Young People Services, Adult Mental Health, and Adult Complex Disabilities to work with the small cohort of children who have complex needs and will need transition. Workers in the team will take a collaborative approach and pick cases up at 14/15 and then continue to hold the case until the young person is fully transitioned and up to 25 years of age. This will mean that young people will not have to change social worker just because they reach 18 and will be able to play a part in a long term plan which will take them from childhood well into their young adulthood. Importantly it allows social workers with expertise of children and adults to work closely together to make the best plans and give young people the best opportunity to be as independent as possible, consistent with the Council's policy to promote independence.

### *3. Safeguarding*

Safeguarding for children and adults is currently delivered very differently. Whilst a child has a right to be safeguarded an adult who has capacity can decide to place themselves in situations that may put them at risk. Whilst the approaches may vary the strategic intention is very much aligned around the need to protect vulnerable people as far as possible. Whilst Adult Services safeguarding legislation in Wales is now more robust as a result of the Social Services and Wellbeing Act 2014

this robustness has been embedded within Children's Services for much longer.

Historically Children's Safeguarding placed higher levels of responsibility upon Councils and their partners. The 2014 Act has largely raised Adults Safeguarding to equivalent status and onus of responsibility.

It is proposed to create a Strategic Safeguarding function across the Directorate. A Principal Officer for Safeguarding will be established to oversee and align the approaches to safeguarding involving children and adults. This will ensure that best practice across the Directorate and clear consistent messages are provided in relation to the approach of the Council.

#### *4. Quality Assurance*

One of the important pillars of any organisation that excels is a robust and comprehensive Quality Assurance Framework that is embedded in its day to day working. In Children and Young People's Services a significant amount of work has been undertaken to ensure that the Service has a clear understanding of the quality of its work. This has involved creating IT solutions to capture intelligence from the social work files as well as the creation of a clear framework of learning and accountability. The experience of setting up a framework has been difficult but the rewards are invaluable.

It is proposed that this approach is now replicated across the Directorate and that common standards and systems are put in place. This will undoubtedly mean a change of approach and a cultural shift for some parts of the Directorate. It is proposed that one Principal Officer takes responsibility for leading the strategic approach to Quality Assurance across the Directorate.

#### *5. Business Support, Performance Management, Information Technology*

Currently there are two separate business support services supporting Children and Young People's Services and Adult Services. In line with the proposal to merge Single Point of Contact, Transition, Safeguarding and Quality Assurance arrangements, it is proposed to realign business support services and performance management teams under one Principal Officer. This will ensure equitable distribution of resources across the Directorate and deliver much needed economies of scale.

The Children and Young People's Services and Adult Services teams are both supported by an 'in house' computer system. For Children and Young People's Services the system is well developed to report robust, reliable management information. For Adults Services there is a significant developmental agenda to ensure processes and practices are embedded to deliver quality performance information. In 2019 the Social Services health & Housing Directorate will be required to implement an All Wales computer solution named The Wales Community Care Information System. It is imperative that the in house computer system is enhanced for Adults Services before migration to the All Wales solution can be achieved. It is therefore proposed to merge performance management teams to ensure that best practice is extended across the Directorate.

#### 6. *Directorate Support Office*

The Directorate Support Office provides support and guidance to the Senior Management Team and wider Directorate. The team is responsible for a range of functions including Statutory Complaints, Freedom of Information requests, Equalities, Access to Records and Welfare Rights.

In order to move to a People's Directorate it will be necessary to strengthen governance arrangements and ensure there is consistency of monitoring and reporting across the Directorate.

It is proposed to create a Directorate Governance - Policy Unit. The Unit will research and advise the Senior Management Team on all matters of policy and governance to ensure the Directorate maintains compliance with all statutory and Council requirements.

#### 7. *Residual Housing Services (Housing Adaptations & Renewals, Homelessness & Housing Options and Supporting People, Housing Strategy)*

There is a need to ensure the Directorate explores all opportunities for housing services for Children and Young People and Adult Services in Neath Port Talbot. Currently responsibility for housing services sits with three separate officers within the Directorate. Due to the resignation of the Housing Strategy Officer and the pending flexible retirement of the Principal Officer for Homelessness and Housing Options an opportunity

exists to merge these services under one Principal Officer and forge greater integration with Children and Young People and Adult Services.

It is proposed to realign responsibility for Housing Adaptations and Renewals, Homelessness and Housing Options under one Principal Officer, Housing and Homelessness Services.

This proposal is consistent with the report on 'Future Directions' approved by the Social Services & Health Cabinet Board on 3<sup>rd</sup> July 2017.

#### 8. *Common Commissioning Unit*

The Common Commissioning Unit was established in 2015. A recent review undertaken by Alder Consultants has highlighted that the Unit will require strengthening if it is to deliver forward financial savings. A further report will be presented to the Social Care & Well Being Scrutiny Committee on these proposals. The Supporting People and Housing Strategy functions have a clear correlation to commissioning and are the preventative arm for social care and housing. It is proposed to realign these functions under the Principal Officer Commissioning to ensure both resources and expertise are shared.

#### 9. *Direct Services & Direct Payments*

In order to ensure compliance with the requirements of the Social Services and Well-being (Wales) Act 2014, it is proposed that the Directorate develops an asset based approach to Direct Services in conjunction with promoting direct payments which enables people to meet their social care needs via community based provision and diverts the demand for high cost services.

It is proposed to create a Principal Officer, Direct Services and Direct Payments, who will manage our Direct Services and our Direct Payments Team.

This proposal also is consistent with the report approved by the Social Services & Health Cabinet Board on 3<sup>rd</sup> July 2017.

## **Financial Impact**

The proposed changes will be funded from the existing Social Services Budget.

## **Equality Impact Assessment**

An Equality Impact Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. An overview of the Assessment has been included in this report in summary form only and it is essential that Members read the Equality Impact Assessment, which is attached to the report at Appendix 2 for the purposes of the meeting.

## **Workforce Impact**

There will be additional responsibilities for the two Heads of Service. In order to mitigate this it is proposed to strengthen management arrangements at third tier.

## **Risk Management**

There are no risk management issues associated with this report

## **Consultation**

There is no requirement under the Constitution for external consultation on this item.

## **Recommendation**

It is recommended that Members support in principle the proposed changes to the Social Services, Health and Housing Directorate Senior Management Team and that these proposals be submitted to Personnel Committee on 24 July 2017 for approval.

## **Reason for Proposed Decision**

Extensive opportunities exist to raise the quality of all Social Services by better spreading of best practice across the Social Services & Housing Directorate.



Similarly through amalgamation of common functions within the Directorate (eg. Safeguarding, transition) both economies of scale are achievable as well as improvements in efficiency and responsiveness.

The proposed changes will better enable the Directorate to meet the financial challenges facing the Council 2018/19 onwards.

**Implementation of Decision:**

That the proposed decision is for implementation after the 3 day call in period.

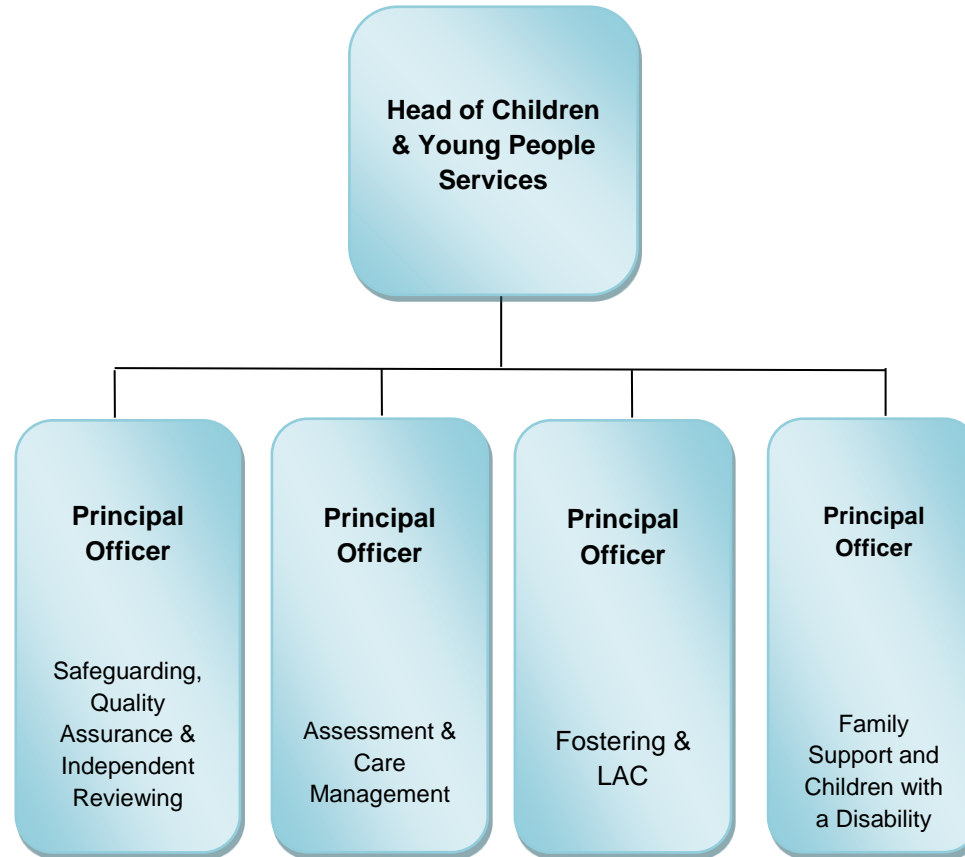
**Officer Contact**

Nick Jarman, Director of Social Services, Health and Housing

Email: [n.jarman@npt.gov.uk](mailto:n.jarman@npt.gov.uk)

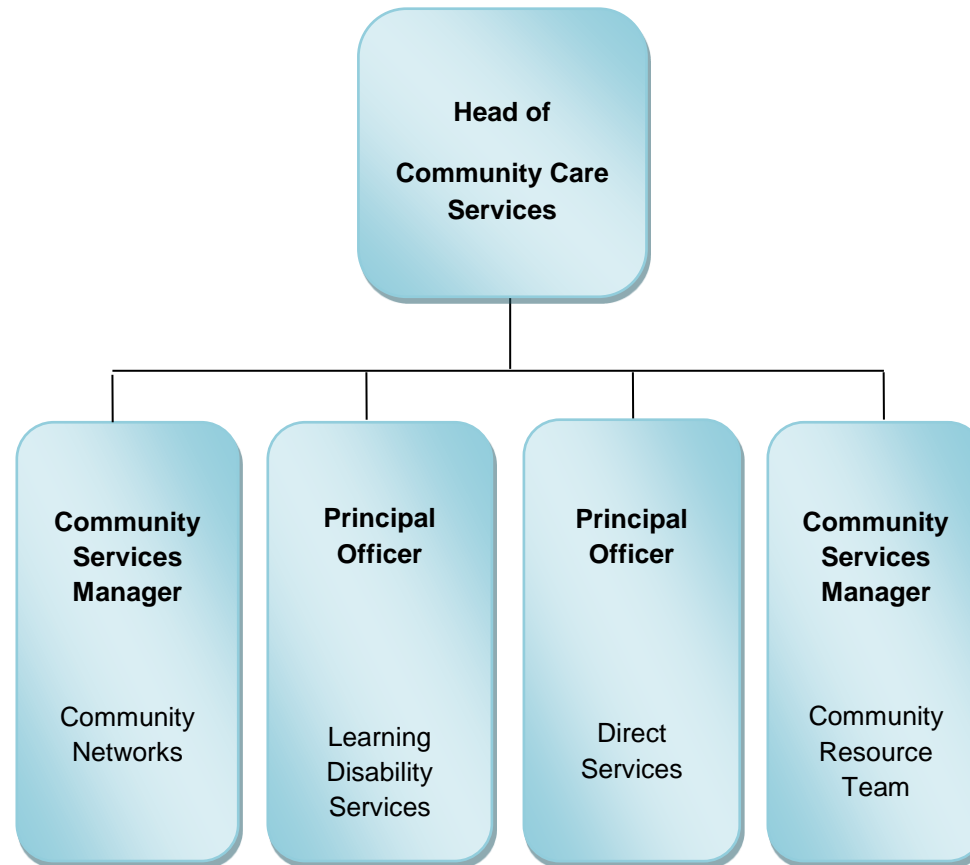
Tel. 01639 763279

**Children's Services**



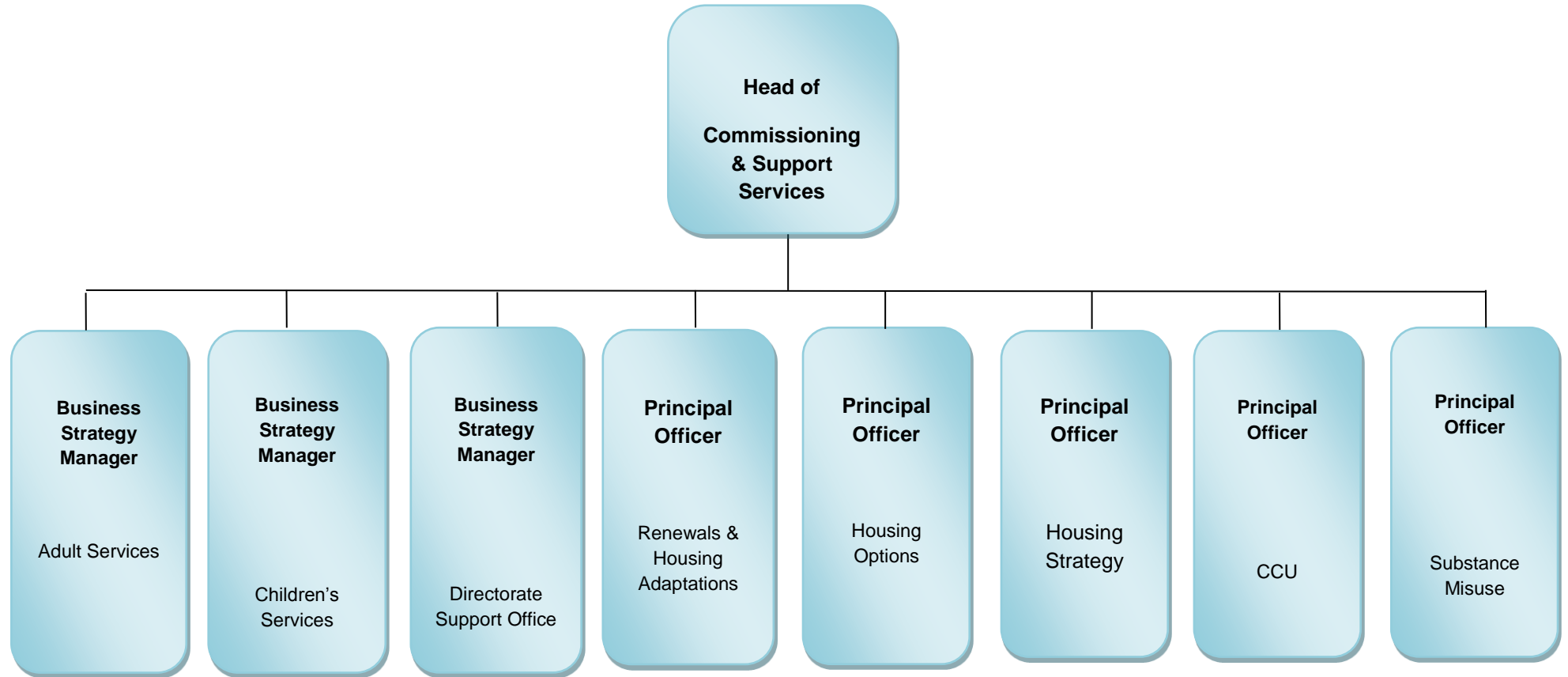
## Current Management Structure

### Community Care Services



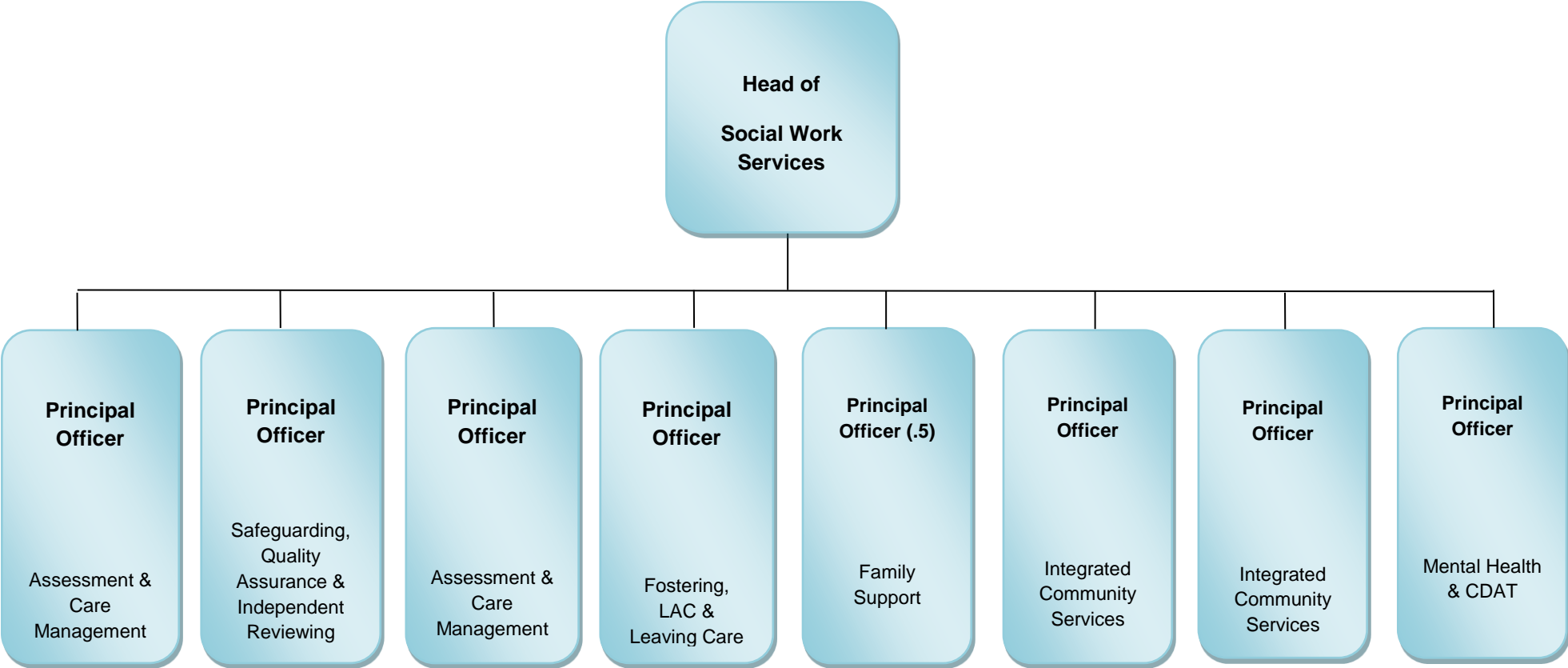
# Current Management Structure

## Commissioning & Support Services



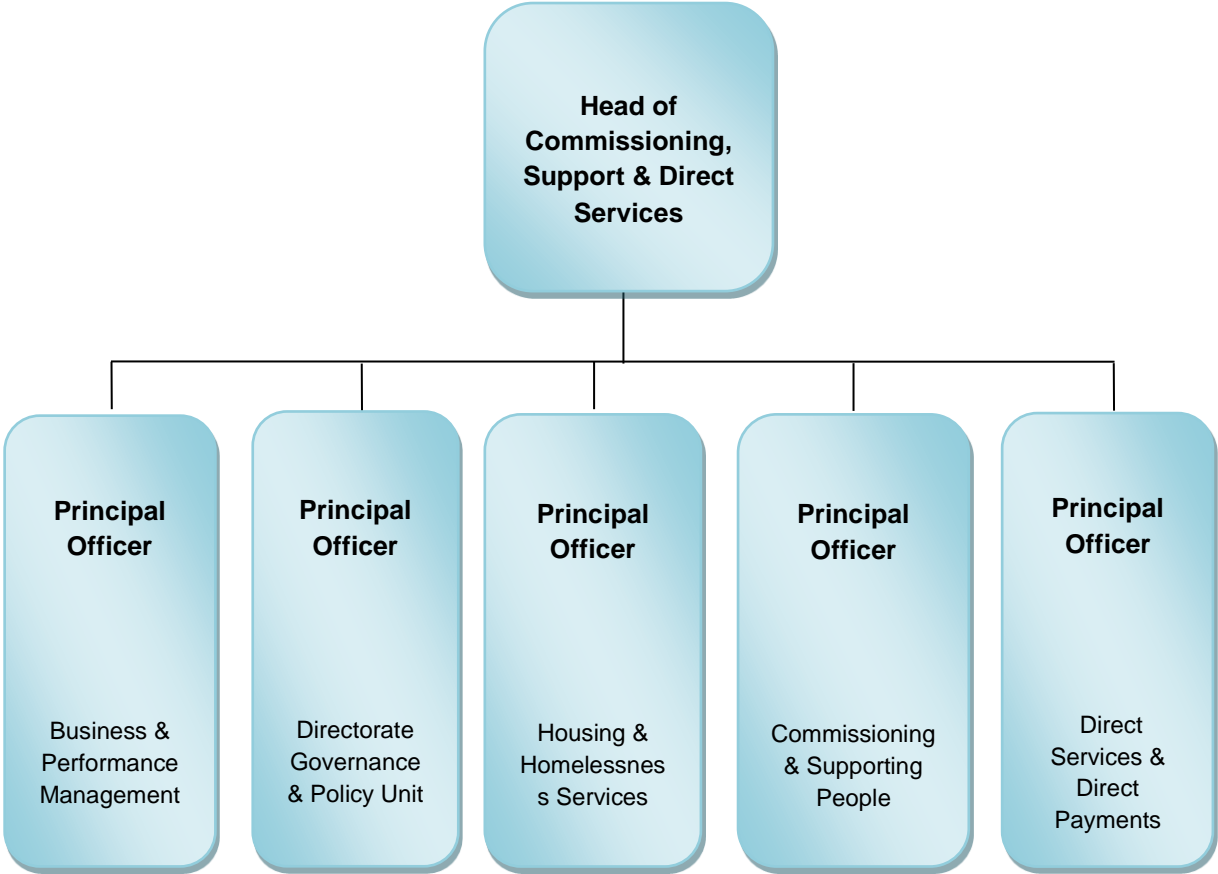
# Proposed Structure

## Social Work Services



# Proposed Structure

## Commissioning, Support and Direct Services



## Equality Impact Assessment Screening Form

Please ensure that you refer to the Draft Screening Form Guidance while completing this form. If you would like further guidance please contact Corporate Strategy or your directorate Heads of Service Equality Group Champion.

### Section 1

What service area and directorate are you from?

Service Area: Adults, Children and Young People, commissioning, Support and Direct Services

Directorate: Social Services, Health and Housing

#### Q1(a) What are you screening for relevance?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### (b) Please name and describe below

Redesign of Management arrangements for the Social Services, Health and Housing Directorate.

Currently, the Head of Children Services manages both the Children and Adult service areas of the directorate. The redesign of the directorate will enable a permanent change to this approach and offer a cost saving to the organisation by removing a Head of Service (Adults) position from the structure.

The proposed redesign of the SSHH Directorate's Senior Management Team affects management reporting lines and has limited impact on direct front line services offered at present, and as an internal staffing matter looks to align professional Social Work and non-professional Social Work activities under the appropriate service areas and Heads of Service within the directorate.

#### Q2(a) What does Q1a relate to?

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input type="checkbox"/> (H)	<input type="checkbox"/> (M)	<b>X (L)</b>

#### (b) Do your customers/clients access this service...?

Because they need to	Because they want to	Because it is automatically provided to everyone in NPT	On an internal basis i.e. Staff
<b>X (H)</b>	<input type="checkbox"/> (M)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

**Q3 What is the potential impact on the following protected characteristics?**

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Age	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Welsh language	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>

**Q4(a) How visible is this service/function/policy/procedure/ project/strategy to the general public?**

High visibility to general public

X(H)

Medium visibility to general public

(M)

Low visibility to general public

(L)

**(b) What is the potential risk to the council's reputation? (Consider the following impacts – legal, financial, political, media, public perception etc...)**

High risk to reputation

(H)

Medium risk to reputation

X (M)

Low risk to reputation

(L)

**Q5 How did you score?**

*Please tick the relevant box*

**MOSTLY H and/or M** → **HIGH PRIORITY** →  **EIA to be completed**  
Please go to Section 2

**MOSTLY L** → **LOW PRIORITY / NOT RELEVANT** →  **Do not complete EIA**  
Please go to Q6 followed by Section 2

**Q6 If after completing the EIA screening process you determine that this service/function/policy/project is not relevant for an EIA you must provide adequate explanation below (Please use additional pages if necessary).**

A Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this service/function does not require an Equality Impact Assessment as the impacts of the proposed changes to the Senior Management Structure of the Social Services, Health and Housing Directorate affect internal reporting lines only.



The proposed changes affect management reporting lines at senior level and have limited impacts on direct front line services offered, therefore the above assessments and scoring was identified as low risk to the public/customers of the authority because this group is likely to be affected by the initiative in a small way. Current services offered within the directorate will remain unchanged as a result of the adoption of the redesign proposal and offers a cost saving at Head of Service level by the reduction of an executive level post within the directorate.

## Section 2

Screener- This to be completed by the person responsible for completing this screening
Name: Kevin Mort
Location: HR Officer, Neath Civic Centre, Neath
Telephone Number: 01639 686705
Date: 28/06/17
Approval by Head of Service
Name:
Position:
Date:

**Please ensure this completed form is filed appropriately within your directorate because it may be required as evidence should a legal challenge be made regarding compliance with the Equality Act 2010.**