
Staffing Matters and Urgency Committee

13th October 2008

Report of the Director of Housing and Adult Social Services

Portfolio Changes

Purpose of Report

- 1 To seek approval for changes to the portfolios of the three Assistant Directors in the department who are primarily responsible for adult social care. This proposal is also being considered by the Executive Member for Housing and Adult Social Services at the Advisory Panel meeting on 20th October. The views of this committee will be reported to that meeting.

Background

- 2 The current departmental structure was agreed in 2005 following the decision to bring children's social services within the Learning, Culture and Children's Services department. What was formerly the Community Services department became Housing and Adult Social Services.
- 3 There are four Heads of Service posts (Assistant Director level) in the department. These are:
 - **Head of Housing Services** – responsible for overall housing strategy, all landlord services, homelessness and private sector standards.
 - **Head of Corporate Services** – responsible for commissioning and strategy development, supporting people programme, I.T. and management information, customer advice services.
 - **Head of Adult Services** – responsible for assessment and care management for older people, people with long term health conditions and people with mental health problems. Also responsible for the direct provision of residential and domiciliary care.
 - **Head of Learning Disability Services** – responsible for the commissioning of social care and health across York, Selby and Easingwold, assessment and care management and the direct provision of respite and day support services.
(N.B. This role changed from 1st October when North Yorkshire and York Primary Care Trust became directly responsible for the management of health staff – as agreed by the Executive Member at the EMAP meeting on 8th September)
- 4 The department is clear on **WHAT** needs to be done – the service objectives, plans and performance targets have been agreed by members and will be refreshed later this year. We must also be sure that we are

equally clear on **HOW** we will achieve our stated aims and this begs the question – “Is the departmental structure still fit for purpose ?”.

- 5 It is crucial that the department is able to focus on the key issues in housing and adult social care. The HASS management team have spent a considerable period of time ensuring that effective project planning is in place to deliver our key objectives and have also considered whether the focus of the management team could be improved. It is felt that the remit of the Head of Housing Services remains right but that some adjustments to the other three portfolios would strengthen the management of the department.
- 6 It is important to emphasise that there is no desire to embark on a lengthy or disruptive restructuring. The basic building blocks of the department would not be directly affected by these proposals which are focussed on the remit of the Heads of Service. There would be some changes to reporting lines for the next tier – the Group Managers – but these would not be disruptive.

Proposed Changes

- 7 In considering the portfolios of the management team the focus has been on the context within which the council will be operating and the outcomes we need to achieve. The following factors have therefore been taken into consideration:
 - Delivering the performance results needed to secure a top rating for both housing and adult social care
 - Providing the capacity across all sectors to meet the expected increase in demand for social care support
 - Enabling us to deliver the objectives and targets in the corporate strategy & directorate and service plans
 - Driving and supporting the transformation of housing and adult social care especially in respect of personalisation, prevention, safeguarding, supporting independence and enabling choice.
 - Enabling effective partnership working and integration where that makes sense – especially at locality level
 - Giving clarity about the respective roles as strategic commissioner and provider and:
 - ensuring that those services we provide meet the highest standards of quality and value for money
 - ensuring that those services we commission are quality assured and in line with our customers requirements
 - Removing any barriers that create inequalities e.g. eliminating age discrimination and securing culturally sensitive services.
 - Maximising the contribution of Assistant Directors to this overall process of improvement and transformation

- 8 In that context the following portfolios are proposed:
- **Commissioning and Partnerships** – this will retain the focus on long term strategic planning and the importance of partnership working (especially with the NHS) and linkages to the Sustainable Communities Strategy and the Local Area Agreement. The Assistant Director will also be responsible for key support services such as I.T. and Management Information. The overall remit is similar to the current Corporate Services.
 - **Assessment and Personalisation** – this will bring together all the teams responsible for care assessment and purchasing under one Head of Service. This will make it easier to ensure responses to needs that are consistent for all customers and to lead the transformational work on Personalisation. The Assistant Director will also lead on Safeguarding.
 - **Service Delivery and Transformation** – this will bring together all the registered care provision (residential homes and home care) as well as all other direct service delivery (e.g. mobile wardens, community support workers etc.). This will enable us to ensure consistent practice and standards across provided services and also to focus the work on transformational change to ensure improvement and value for money. Given the scale of change anticipated in this area of work the departmental Head of Finance and the Human Resources Business Partner will report to this Assistant Director.
- 9 The three post-holders directly affected by these changes have been consulted about the proposals and have had a full input into them. They have consented to accept the revised portfolios with effect from 1st November 2008. This would mean:
- Commissioning and Partnerships – Keith Martin
 - Assessment and Personalisation – Anne Bygrave
 - Service Delivery and Transformation – Graham Terry
- 10 We continue to operate in a changing environment and these proposals are evolutionary. It is quite likely that some other changes might be needed in 2 to 3 years time. This would not mean that these proposals were wrong but is more a recognition that all organisations and staff need to be flexible and able to continue to adapt without disruption to new challenges.

Consultation

- 11 The three current post-holders have been fully involved in the thinking behind these proposals and have agreed to the changes in their respective roles. Several sessions have been held with front line staff to explain the rationale for these changes as well as more detailed discussion with senior managers in the department. The trade unions have also been advised through the HASS Joint Consultative Committee.

Options

- 12 **Option 1** – to endorse the proposed changes to the portfolios as set out in paragraphs 8 and 9 above. This is being put forward as the recommended option to the Executive Member for HASS for the reasons set out above.
- 13 **Option 2** – to ask the Director to come up with alternative proposals – these could be explored but the process would delay the impact of refocusing the portfolios on the key priorities.
- 14 **Option 3** – to retain the status quo – this would not enable the department to achieve all of the benefits set out in paragraph 7 above.

Corporate Priorities

- 15 The report relates primarily to the corporate priority “ Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of healthy are the poorest”

16 Implications

Financial – there will be no implications arising directly from this report unless the grading of any post is changed. This is not anticipated (see next section).

Human Resources – job plans have been revised in line with the new portfolios but very closely based on the elements of the current job plans. At the time of writing this report these were being evaluated under the HAY process. As this is about re-focus rather than fundamental change it is anticipated that the grades will be the same as the current posts but a verbal report will be made to members on the outcome.

Equalities – there no implications arising directly from this report.

Legal – none arising directly from this report.

Crime and Disorder – there no implications arising directly from this report.

Information technology – no implications arising directly from this report

Property – no implications arising from this report

Other – not applicable

Risk Management

- 17 The risk/s associated with the recommendations of this report are assessed at a net level below 16.

Recommendation

18 That Members approve the changes to the portfolios of the Assistant Directors as set out in Option 1.

Reason: To ensure the directorate structure is fit for purpose.

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Chief Officer Responsible for the report:

Bill Hodson
Director

Report Approved

Date 1st October 2008

Specialist Implications Officer(s)

Human Resources – Claire Waind

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

None

Annexes:

None