

Agenda item:

[No.]

General Purposes Committee

On 19th May 2011

Report Title: **Personalisation – Organisational Reconfiguration to Deliver a Transformed Social Care Pathway to Support Services**

Report of **Mun Thong Phung - Director of Adults and Housing Services**

Signed :

Contact Officer: Bernard Lanigan – Head of Personalisation and Assessment,
0208 489 3771, bernard.lanigan@haringey.gov.uk

Wards(s) affected: **All**

Report for: **Key**

1. Purpose of the report

- 1.1. This report request authority to implement a range of organisational changes across the Adult Social Care Business Unit in order to establish an organisational structure appropriate for the delivery of adult social care services within a transformed social care system. The revised social care system is in line with the Governments Personalisation Agenda – Self Directed Care.
- 1.2. The organisational changes are in line with the approval of the implementation of Personalisation in Haringey agreed by Cabinet on the 22nd March 2011.
- 1.3. This report encompasses the required head count reductions set out in the Council's budget plan for 2011/12 and 2012/13.

2. Introduction by Cabinet Member (if necessary)

- 2.1. Not Applicable

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 3.1. The following report sets out the required organisational changes necessary to deliver the Council’s ambitions for a transformed social care system for adults with social care needs. The organisational changes underpin the promotion of independent living for vulnerable adults through enabling them to take greater choice and control over their situation; in particular how they might organise their support to meet their assessed eligible needs.
- 3.2. The development of Self Directed Care Pathways to Social Care has at its core customer focus, value for money, and excellence.
- 3.3. Self Directed Care allows the individual to consider their total situation to include home, work, leisure and life long learning when setting out their ambitions and procuring the various services they might need to realise them.

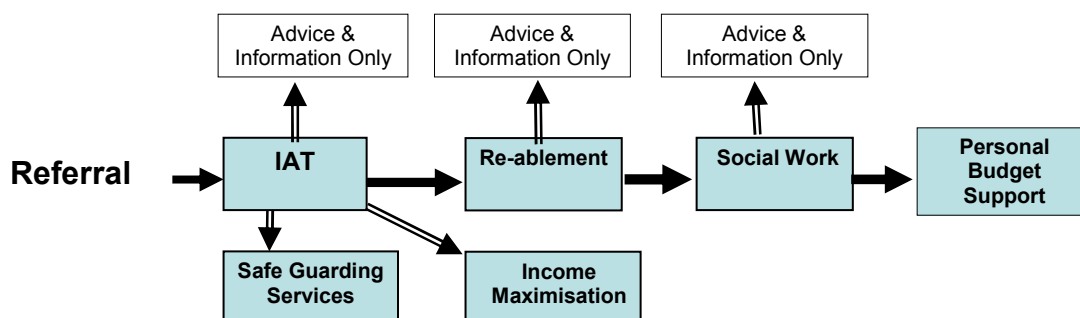
4. Recommendations

- 4.1. That the organisational restructuring as set out in the body of this report and the accompanying appendices are agreed by Members.
- 4.2. That the staffing strategies as set out in Appendix 9 to implement the required changes are agreed by Members.

5. Reason for recommendation(s)

- 5.1. The Council in line with Government policy have been piloting a new way of delivering adult social care services. The pilot programme Transforming Social Care, has been directed and developed under the governance arrangement of the Transforming Social Care Board, chaired by the Executive Member with responsibility for Adults Culture and Community Services Portfolio, Councillor Dilek Dogus.
- 5.2. The Transforming Social Care Programme has developed and put in place a new pathway to adult social care services, the pathway is set out below in Diagram 1.

Diagram 1: Self Directed Care Pathway



- 5.3. The pilot programme has developed a new social care system for delivery of a range of services to vulnerable residents and their carers. These services include a single point of access to Adult Social Care through the Integrated Access Team **(Appendix 2)**. This service provides a first point of contact for all social care enquiries; the service provides a high level of advice and sign posting to services both generic and specialist. The service also provides a contact screening service for people who are likely to be entitled to services funded by the Council in line with its stated eligibility criteria.
- 5.4. The Council in partnership with the NHS intend to establish a re-enablement service for all referrals to adult social care. This new service will include both health and social care staff to undertake assessment of need, set goals for re-enablement with individuals before moving further along the social care pathway to having a longer term package of support funded from the Council. The service will aim to optimise resident's independence before agreeing the level of funding they might need in the longer term. **(Appendix 3)**
- 5.5. This new service will also include an income maximisation assessment to ensure residents are claiming their full entitlement to welfare benefits **(Appendix 4)**. This has the advantage of increasing individuals' income, increasing disposable income to be spent in the local economy, provide early intervention support services thereby delaying the entry point into longer term adult social care services funded by the Council. The re-enablement is comprised of two parts, the assessment/prescription service and the service delivery element, the practical hands on work with residents. The assessment service is set out in **(Appendix 3)**.
- 5.6. Where an individual in receipt of the re-enablement service is deemed likely to need an ongoing level of support, they will then be referred to the Social Work Services set out in appendices 3, 5 and 6 as appropriate. The Social Worker will assist the individual to complete a Self-Assessment of their situation and complete a Support Plan detailing their ambitions for living a more ordinary life. At this point, resources are made available to the individual in the form of a 'personal budget'. A personal budget can be taken as a Direct Payment or the resources can be managed by the Council.
- 5.7. A new service of Personal Budget Support and Review is to be established to provide advice and practical assistance to residents in organising the various activities/services necessary to meet people's eligible needs. **(Appendix 5)**. This new service will also be available to residents who wish to organise their support without accessing funding from the Council (Self Funders).
- 5.8. Integral to the development of the service offered to residents is the development of a Personalisation/Self Directed Care Hub. It is proposed that the Winkfield Resource Centre be the location for this service. The Centre already provides an Occupational Therapy Assessment Service, HIV Drop-In Advice Service, Income Maximisation Advice and Support, Deaf Drop In and Advice Service, and Carers Assessment Service. Public Access Internet is available alongside the Personal Budget Support Service to assist people to research and organise their support services.
- 5.9. In order to facilitate the changes in how the Centre is being used, it is proposed to reconfigure the current day service operating there into a user led group

service where staff are available to organise and procure group activities such as Art, Pottery, Craft, Flower Arrangement, Photography and Creative Writing Classes. These activities and more will be delivered in partnership with the Haringey Adult Learning Service. The Centre will also provide varying levels of 'personal assistance' to match the numbers of people in attendance, making use of existing providers of domiciliary care in the borough. A revised Staffing Structure to deliver this new way of working is set out in **(Appendix 2)**.

5.10. The development of local social capital is integral to the development of a transformed social care system. Many people can be supported in the community through the development of various volunteering services. To this end, the pilot programme has been operating a number of small social media and volunteering schemes (Neighbourhood Connects and Time Bank). The Winkfield Resource Centre restructuring includes further development of these activities across the borough identifying two dedicated posts to support this area of activity. **(Appendix 2)**

5.11. The recruitment strategy to implement the change is set out in **(Appendix 7)**.

6. Other options considered

6.1. The development of the proposals contained within this report have at varying times in the pilot period thrown up different options for how services might be delivered. These options have been trialled and modified resulting in the proposals contained in this report. Therefore no alternative structure is being proposed. Equally, retaining the current organisational structure is not an option as to do this would prevent mainstreaming Self Directed Support and not delivering the budget reductions associated.

7. Summary

7.1. The organisational restructuring of the Adult Social Care Service recommended in this report has been developed to ensure the structure is fit for purpose, to promote the independence of vulnerable residents and their carers. The revised organisational structure has been developed within the cash envelope available whilst delivering the required reductions in the Council's Staffing Head Count.

7.2. The staffing strategy to move to the new structure aims to minimise disruption to the on going delivery of day to day services whilst in transition. The implementation plan envisages a small number of people being displaced into the Council's redeployment scheme as a result of deletion of vacant posts, voluntary redundancies, closed ring fencing.

8. Chief Financial Officer Comments

8.1. The cost of the structure proposed in this report is £6,679k. The funding includes £69k PCT reablement funding for 1.5 Reablement Assessor posts and a further £220k Supporting People funding. The remainder is base budget allocation and

achieves HESP savings required of £282k for 2011/12
8.2. A further establishment reduction will be required for 2012/13 when an additional HESP saving of £182k must be achieved. (Appendix 9)

9. Head of Legal Services Comments

- 9.1. The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report and its outcome set out in Appendices 7 and 8.
- 9.2. Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duties before such a final decision, taking into account the outcome of the two attached equality impact assessments attached as Appendix 10
- 9.3. The process by which the restructuring exercise is to be achieved must comply with the Council's procedures regarding organisational change. Further the position of any members of staff at risk of displacement must be considered under the Council's procedures regarding redundancy and redeployment.

10. Head of Procurement Comments – [Required for Procurement Committee]

- 10.1. Not Applicable

11. Equalities &Community Cohesion Comments

- 11.1. The restructuring of the Adult Social Care Assessment Service has been undertaken to improve the choice and control people with disabilities/impairments have over how they organise their lives. The new self-directed pathway to adult social care services has been developed in partnership with residents, their carers and staff. This collaboration has ensured that the changes proposed in this report will better support people of different ages, gender, sexuality, belief or non-belief and disability.
- 11.2. The proposed new organisational structure and process of accessing adult social care support is based on a shared vision with residents, carers and staff of how services should be delivered into the future.
- 11.3. An Equalities Impact Assessment has been prepared in respect of these proposals and has been undertaken, the conclusion being there were no negative outcomes.

12. Consultation

- 12.1. A consultation pack was provided to all staff affected by these proposals. The pack was also made available to the Trades Unions with whom the author subsequently met to discuss the detail of the proposals. Managers discussed the proposals with their respective staff in team meetings and were available for one to one meetings with staff to discuss any concerns they may have had. Staff currently absent from work, were also provided with information packs and the opportunity to discuss their circumstances with a manager.
- 12.2. The Trades Union comments are set out in full in **(Appendix 7)** with the management response in **(Appendix 8)**.

13. Service Financial Comments

The revised organisational structure has been developed within the cash envelope available whilst delivering the cash reductions agreed through the Council's budget setting process for 2011/12.

14. Use of appendices /Tables and photographs

- 14.1. Appendix 1 - Personalisation and Assessment Service
- 14.2. Appendix 2 - Integrated Access, NRPF, Winkfield Resource Centre
- 14.3. Appendix 3 - Hospital Discharge and Reablement Service Structure
- 14.4. Appendix 4 - Income Maximisation and Personal Budget Service
- 14.5. Appendix 5 - Older People Neighbourhood & Personal Budget Support and Review Service
- 14.6. Appendix 6 - Younger Adults & Floating Support Service
- 14.7. Appendix 7 - Trades Unions Consultation Comments
- 14.8. Appendix 8 - Management's response to Trade Unions comments
- 14.9. Appendix 9 - Finance Details
- 14.10. Appendix 10 – Equalities Impact Assessment

15. Local Government (Access to Information) Act 1985

- 15.1. Not Applicable