



North Tyneside Council

**Jacqui Old**  
**Head of Adult Social Care**  
Community Services Directorate  
3<sup>rd</sup> Floor, Quadrant West  
Silverlink North  
Cobalt Business Park  
North Tyneside, NE27 0BY  
**Tel: 0191 6435900**  
**Fax: 0191 6432413**

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Joanne Mears  
North Tyneside LINK  
The Shiremoor Centre  
Earsdon Road  
Shiremoor  
Newcastle upon Tyne  
NE27 0HJ

23 September 2010

**Re: North Tyneside's Adult Social Care Restructure**

Dear Joanne

Attached are current proposals to restructure North Tyneside's Adult Social Care service. As a key partner I'm keen the LINK feeds into the consultation programme about the proposed structure as early as possible.

The overall aim of the restructure is to produce a redesigned social care system that enables people to take much greater control over their own lives. The delivery of the new structure will also ensure effective governance and use of resources within Adult Social Care and the wider Council.

The proposals should be seen as part of a longer-term efficiency plan, which will enable us to achieve the savings all public services need to make.

The structure will be reviewed on an annual basis to ensure we continue to be fit for purpose.

The briefing enclosed explains some of our rationale and approach and underpins the structural diagrams in the presentation also included.

The consultation is due to end on 21 October 2010 and I'd appreciate any comments by then. If anything is unclear I'm more than happy to chat further and look forward to hearing your thoughts.

Yours sincerely

Jacqui Old, Head of Adult Social Care



North Tyneside Council

# Briefing note

**To:** Partners and stakeholders

**From:** Jacqui Old, Head  
of Adult Social  
care

**Date:** 23 September 2010

**Title of Briefing:** Restructure of Adult Social Care

## **Purpose of Briefing**

The purpose of the paper is to set out proposals to restructure Adult Social Care and outline the consultation arrangements.

## **Context**

The Personalisation Agenda requires wholesale cultural and systematic change for Adult Social Care. The 'Putting People First' Concordat, set out the shared aims and values, which will guide the transformation of Adult Social Care and radically improve people's experience of local support and services. The underlying principle for the development of personalisation is the desire to move to a system where adults have the ability to take greater control of their lives and the social care that they receive, enabling them to direct and make decisions about the services they receive. This approach puts customers at the centre of planning their own support, and tailoring the services they receive to best meet their needs.

It is anticipated that by 2011 all customers eligible for adult care services in North Tyneside will have been offered the option of Self-Directed Support. To date we have systematically developed a number of tools which will support us in taking this forward but we now need to move further and faster.

In addition, our aim is to achieve zero tolerance of vulnerable adult abuse, and it is imperative that we strengthen our safeguarding processes, practice and training. Much good work has been done to safeguard adults, but much more still remains. We know there are increasingly significant numbers of adults where abuse has occurred. We recognize that in moving to a system whereby people who use our services have greater choice and control, this may increase the risk of abuse. Our aim in this restructure is to consolidate our experience to date and increase our capacity and capability to further develop 'Safeguarding Adults' work throughout North Tyneside.

## **Consultation**

The purpose of this consultation is to engage with employees, Trade Unions, stakeholders and all key partners and hear their views about the proposals.

We want to seek the help of those working in the Adult Social Care and partner agencies in developing a structure that improves outcomes for people.

The consultation asks for views on:

- The principles that should underpin the restructure.
- The proposed structure to be implemented including the proposed rationale.
- How the proposed structure can support the necessary partnership working between public health and health care services needed to deliver the best possible outcomes for clients.

The consultation is due to end on 21 October 2010, although we would clearly be looking for the consultation to come to a natural end at the earliest possible opportunity.

## **Current Structure**

The service is currently configured into two main service groups: Assessment and Care Management and Commissioning, as set out within the attached presentation.

## **Proposed Changes**

In response to the key issues identified, the following changes are proposed: Copy of the proposed structure charts are within the attached presentation.

The current senior team will be re-structured to strengthen our approach to safeguarding and Commissioning. We propose as part of the consultation that all of the senior management posts are deleted and replaced with the proposed structure.

- The Strategic Planning, Partnership and Business Transformation team will bring together existing planning resources in the service, as well as establishing additional capacity to help with the implementation of the Personalisation agenda. Performance, business planning and IT will also be part of this structure. We also propose that an additional 5 posts will be recruited to with the specific remit of supporting our operational teams and services with the implementation of personalisation. We recognise the need to strengthen frontline services and ensure they are fully engaged with the personalisation agenda. This additional support will give us dedicated time and support on making all of the changes happen.
- Following a review of the service area and business requirements, we propose that the existing 2.00 WTE posts of Community Support Service Managers will be deleted and suggest 2.00 WTE Personalisation Senior Managers with operational line management will be created. These posts will have line management accountability for Social Workers and a social work qualification or equivalent is required.

- We propose one post will be for Learning Disability & Mental Health Provider Services .The other post Senior Manager, Provider Services, Reablement, Older People & Physical Disabilities will be for Reablement/OP/PD. The service will broaden its scope to include Reablement and take on the line management of the Hospital Discharge Team. Leisure choices and Carers Emergency break will transfer out of this service.
- Following a review of the service area and business requirements, we propose the existing posts for the Learning Disabilities Manager (post is vacant) and Business Assurance Manager will be deleted. We suggest that 2.00 WTE posts Strategic Commissioning Manager will be created.

### **A. Assessment & Care Management**

Following a review of the service area and business requirements, we propose that the existing posts of team manager will be rationalised. There are currently 11.00 WTE Team Manager posts and the new structure will have 9.00 WTE posts.

The Sensory Support Team have lower activity levels than the other assessment teams and the team is to be integrated within one of the Community Assessment Teams. A Team Manager Post will be deleted. In addition, we also propose that the Development Worker in the Sensory Support team has been deleted, as current activity levels do not justify continuation of the post.

The Neuro Rehabilitation Team has worked with health and following a review of the service area the work of these posts can be integrated as part of the locality teams. The Occupational Therapist will be integrated into a locality team and the Therapy Assistant will be transferred into Reablement. The Client Contact Officer post will be deleted.

### **B Safeguarding Adults**

Since the Adult Protection Team was established, there has been a significant and ongoing increase in safeguarding adult's activity. There is now a need to separate the strategic elements of safeguarding work relating to Board from the operational elements. Until recently both these elements of work were undertaken by the Senior Adult Protection Co ordinator. In order to make the structure fit for purpose we propose that the Senior Adult Protection Co ordinator will be deleted. This post is no longer viable given the increasing and changing safeguarding demands.

- North Tyneside is committed to safeguarding and promoting the welfare of vulnerable adults. The Safeguarding Adults Board is now established along with a number of working sub groups. The Board needs dedicated Management and admin resources for it to ensure that it operates effectively in promoting and discharging its safeguarding duties. We propose to establish a SAB manager and increase administrative support.
- The Mental capacity Act 2005 requires that the Local Authority implements a framework for approving the deprivation of liberty for people who lack the capacity to consent to treatment or care in either a hospital or care home. We propose to create a Dols Officer post to undertake the assessment in accordance with this legislation.
- Following a review of the Safeguarding Adult's Team (SAT) we recognise there is a need for additional resources to manage the increase and complexity in adult

safeguarding activity. We propose to increase 1.5 WTE Senior Social Workers who will also offer additional support and practice managements out into the Locality Teams.

- In addition, additional administrative support has been identified as a gap and we propose that 1.00 WTE Senior Administrative Post is created. This post will manage the admin support to both the SAT and First Call. They will have a pivotal role in ensuring activity is managed, recorded and monitored. The increase in activity includes an increase in the number of strategy and conference meetings held. These meetings need to be minuted as part of the safeguarding procedure to ensure that protection plans are robust and followed through. We therefore propose the creation of 1.00 WTE Admin Support. (Conference and Minute Taker)
- The First Call team will be amalgamated with safeguarding so that pathways are streamlined and there is a strengthened alignment of the Operational Safeguarding Adults Team with First Call. As safeguarding activity has increased in volume and complexity, there is a need to ensure that all contacts to the service are appropriately screened and signposted. Closer alignment will ensure a more effective pathway to services and safeguarding. We propose that an additional post of Senior Customer Contact Officer will be created in the First Call Team to support the streamlining for signposting and registration processes.

### **C. Community Mental Health Teams**

As part of the structure review we propose to align the Local Authority CMHT's with the locality structure model proposed by NTW. This includes a CMHT for the east of the borough (previously Whitley Bay and North Shields CMHT's) and the west of the borough (previously Wallsend and Longbenton CMHT's). It is proposed to delete one post of CMHT Team Manager and have a single Team Manager post to cover all of the Local Authority part of the CMHT service.

It is further proposed to delete one of the posts of Senior Social Worker and that there will be two Senior Social Workers posts in place, one for the east of the borough and one for the west of the borough.

Further work needs to be completed with NTW Mental Health Trust in relation to the skill mix in each of these new teams to ensure we have the resources (Social Workers, CPN's, Support Workers, Occupational Therapists etc) in the right place.

### **D. Provider Services**

The proposed structure for Provider Services OP/PD will have a focus upon Reablement, Assistive Technology, Community Equipment and Rehabilitation. The structure will include those services and posts that will facilitate this element of the Putting People First agenda.

We propose that the new structure will include the Hospital Discharge Team and the Therapy Assistant Post currently based in the Neuro Rehab Team. The rationale for this is to support seamless discharge from hospital, promotion of independence and outcome focused support planning whilst also working within the Urgent Care Network. The integration of the Hospital Team and Reablement will enable the care managers to remain involved with the person throughout the six-week reablement/intermediate care episode.

Following the value for money review of Leisure Choices and the recent day care review, we propose to mainstream Leisure Choices. It is proposed that the day care element of the Leisure Choices Service will be incorporated into the Adult Social Care day care tendering process. All service users will be consulted with and reviewed to assess their needs, alternative opportunities for day care will be offered to them. As a result of the proposed changes the Co-ordinator of Leisure Choices and two-community access support workers posts will be at risk

The Carers Emergency Break Service will be coordinated by the First Call Team. They will also undertake the signposting to the Adult Learning Alliance for education opportunities for people with a physical disability.

The Hydrotherapy sessions provided by Leisure Choices are being reviewed with opportunities for alternative provision being explored.

A Therapy Assistant post will transfer into the Reablement Team.

#### **E. Community Learning Disability Team and Provider Services**

We propose that the post of Administrative Officer (currently vacant) is to be deleted. This is a 20 hour post on the structure and following review of the administrative function it is felt this work can be absorbed within the remaining administrative posts within the team. This small administrative team also provides support and cover for some of the other Learning Disability services. This post is currently vacant and covered by agency staff. Once agreed this post will be deleted from the structure.

We also propose that the User and Carer Engagement Officer and the Learning Disability Valuing People officer post should be deleted. All of these posts worked on general service development and specifically fed into the Councils understanding of our customers needs to inform the future commissioning of services.

We also propose that the Rising Sun Manager post be deleted and this service transferred to Leisure Services.

#### **F. Strategic Commissioning Team**

Strategic commissioning is a key element in the effective management and development of services to meet the needs of our customers.

Within the current Adult Social Care structure, commissioning activities are fragmented being split between the Business Assurance and Planning and Service Development Teams; commissioning for housing related support services is undertaken as a separate activity within the Supporting People Team. There are also some functions that sit within the current Business Assurance structure that could be more effectively aligned with, and would add value to other areas of Adult Social Care. Similarly there are other functions that currently sit within the wider Community Services Directorate that could be included within the Adult Social Care structure.

Having reviewed the service area the key changes we propose are:

- Mainstreaming all commissioning activity, including commissioning for housing related support services into one single unit, split along the lines of category management for

Older People and Physical Disability and Mental Health, Learning Disabilities and other socially excluded client groups.

- Moving the Strategic Safeguarding Team and aligning it with the First Call Service
- Moving the Welfare Benefits Team and aligning it with the First Call Service
- Moving the Financial Services Team currently with Serving Communities into the Commissioning Unit.
- Moving the line management responsibility for the In-house Direct Payments Team to the Financial Services Manager.

We have revised roles and job descriptions to ensure that the service area is fit-for purpose to deliver our business requirements and whilst the unit is structured with two separate teams, we anticipate that staff within these teams and the two Strategic Commissioning Managers will work fluidly to ensure that the resources of the unit are deployed to best effect.

Within the proposed structure, the roles currently undertaken by the Contracts and Monitoring Officers within the Social Care and Supporting People teams will become one combined role for both service areas. This will entail some minor changes to existing job descriptions to accommodate this.

Having considered our business requirements and the overall structure of the unit, we are proposing to reduce the number of these posts from 7 to 6.

### **Management Information**

An additional post of Information Officer is being added to the Commissioning Unit structure. This will increase capacity in an area we recognise is currently under resourced. Whilst these officers will work directly for the Commissioning Unit, they will be line managed by the Manager for Performance, IT and Business Intelligence. Their workloads will be generic.

### **Next Steps**

The purpose of these proposals is to outline our intentions and seek feedback from both staff and their representatives in relation to the proposed changes. A number of consultation sessions have been arranged and staff surgery sessions have been organised to provide real opportunities for staff to comment on the proposals.

The consultation is due to end on 21 October 2010

# Transformation of Adult Social Care

Jacqui Old

September 2010



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# Aims and Objectives

- To develop whole system transformation for care management arrangements
- Produce a redesigned social care system so that people who are eligible to receive social care funding take much greater control over their own lives.
- Ensure effective governance and use of resources within Adult Social Care, Community Services and the Council to deliver the agenda



# Key drivers

**We need a structure that will:**

- Deliver personalised services and strengthen safeguarding.
- Strengthen our capacity and capability to strategically lead commissioning. The structure will also contribute to the Value for Money programme and the current efficiency programme.



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# We need to...

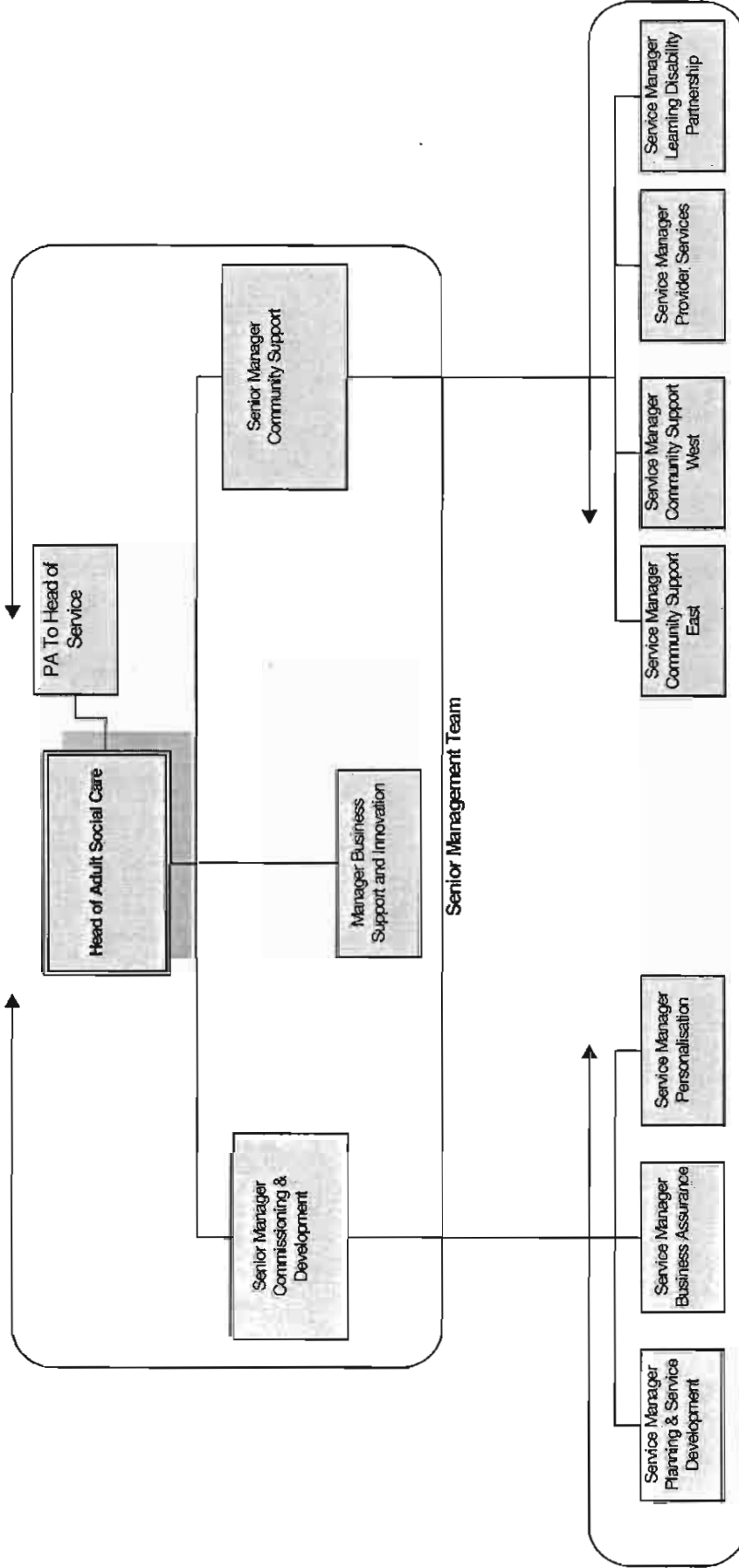
- Ensure better use of resources
- Strengthen safeguarding / drive up standards
- Improve individual customers outcomes and offer greater choice
- Simplify the decision-making processes
- Better use information in service delivery
- Strengthen commissioning
- Implement a sustainable Resource Allocation System



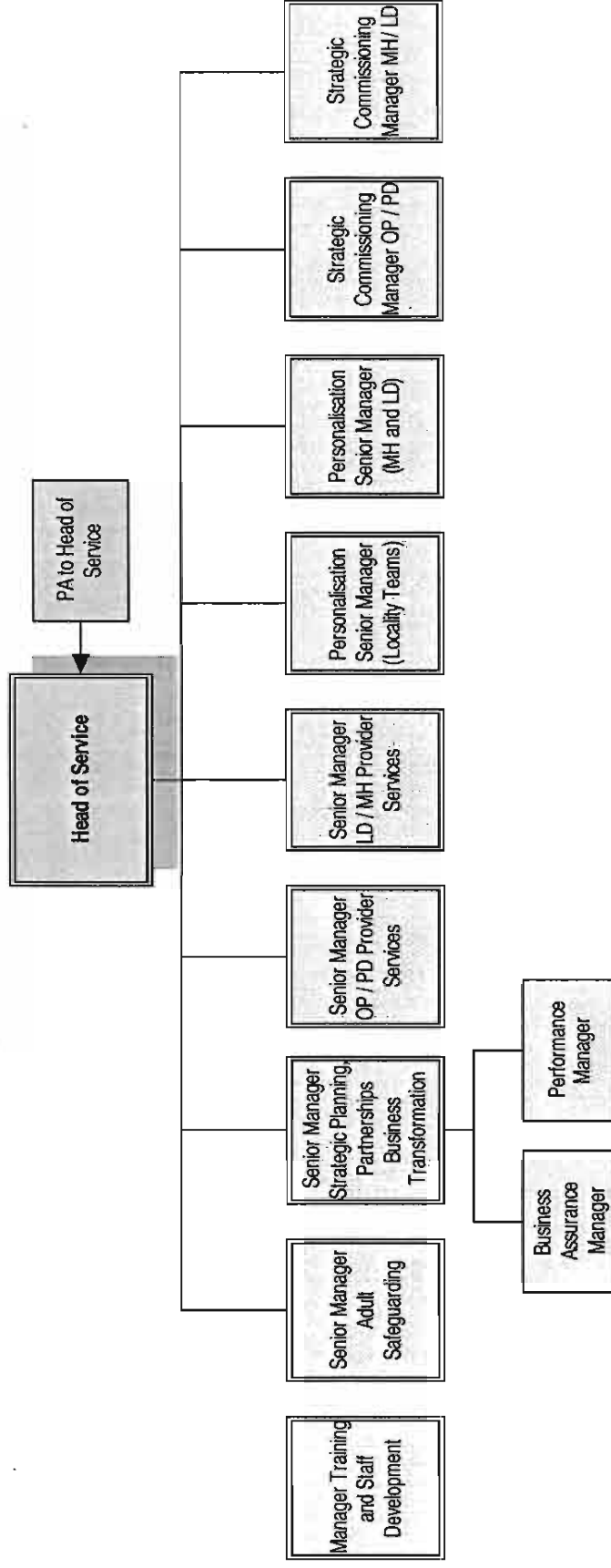
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# Current



# Proposed



# Functions - Strategic & Micro Commissioning

**Personalisation  
Senior Manager  
(Locality Teams)**

Personal Budgets  
 Brokerage  
 Support planning outcomes  
 Implementation of RAS  
 Assistive Technology  
 Risk Enablement  
 Operational management of  
 locality teams & resources  
 Drive standards in  
 safeguarding practice  
 Audit

**Personalisation  
Senior Manager  
(MH and LD)**

Personal Budgets  
 Brokerage  
 Support planning outcomes  
 Implementation of RAS  
 Assistive Technology  
 Risk Enablement  
 Operational management of  
 MH/LD/POAS Teams &  
 resources  
 Drive standards in  
 safeguarding practice  
 Audit

**Strategic Commissioning  
Manager OP / PD**

Lead in VFM & category  
 management.  
 Embed Safeguarding into  
 commissioning  
 QA of contracts  
 Complex case management  
 Maintain financial Balance  
 Financial Services  
 Direct Payments

**Strategic Commissioning  
Manager MH / LD**

Lead in VFM & category  
 management.  
 Embed Safeguarding into  
 commissioning  
 QA of contracts  
 Complex case management  
 Maintain financial Balance



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# Functions – Transformation, Partnerships & Assurance

**Senior Manager  
Adult Safeguarding**

Adult Safeguarding and performance  
DoL  
First contact  
Advice and information  
Welfare benefits advice

**Senior Manager  
Strategic Planning,  
Partnerships Business  
Transformation**

Strategic lead for  
Personalisation Programme  
Development and training  
Strategic partnerships  
ICT  
Performance  
Business Planning  
Business support

**Manager Training and  
Staff Development**

Training and staff development



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# Functions – Direct Provision

**Senior Manager OP / PD  
Provider Services**

Lead Projects  
Re-ablement  
Equipment and  
Assistive Technology  
Care Call

**Senior Manager LD / MH  
Provider Services**

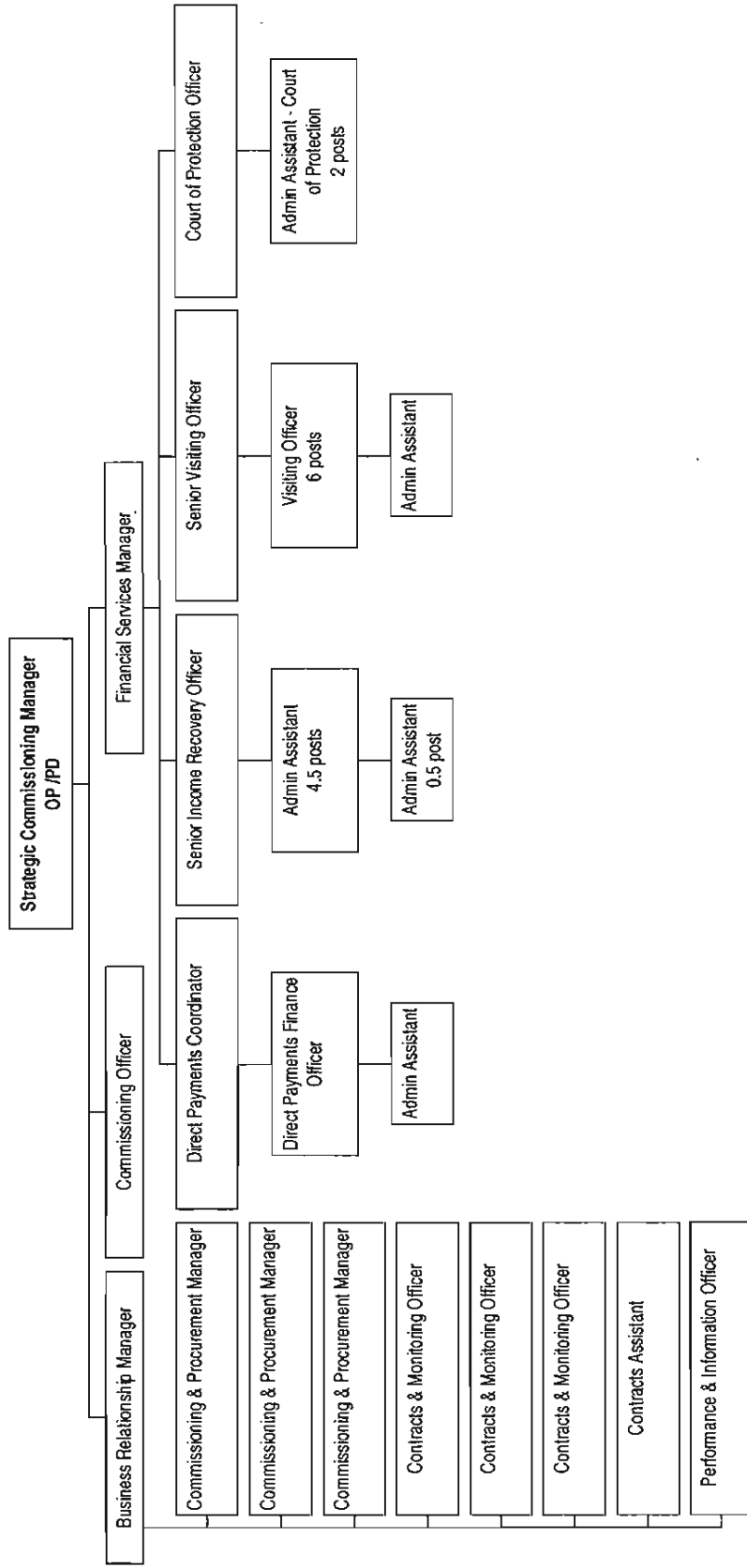
Lead Projects  
Personal budgets for  
customers  
Service Transformation  
What supports Ind. Living



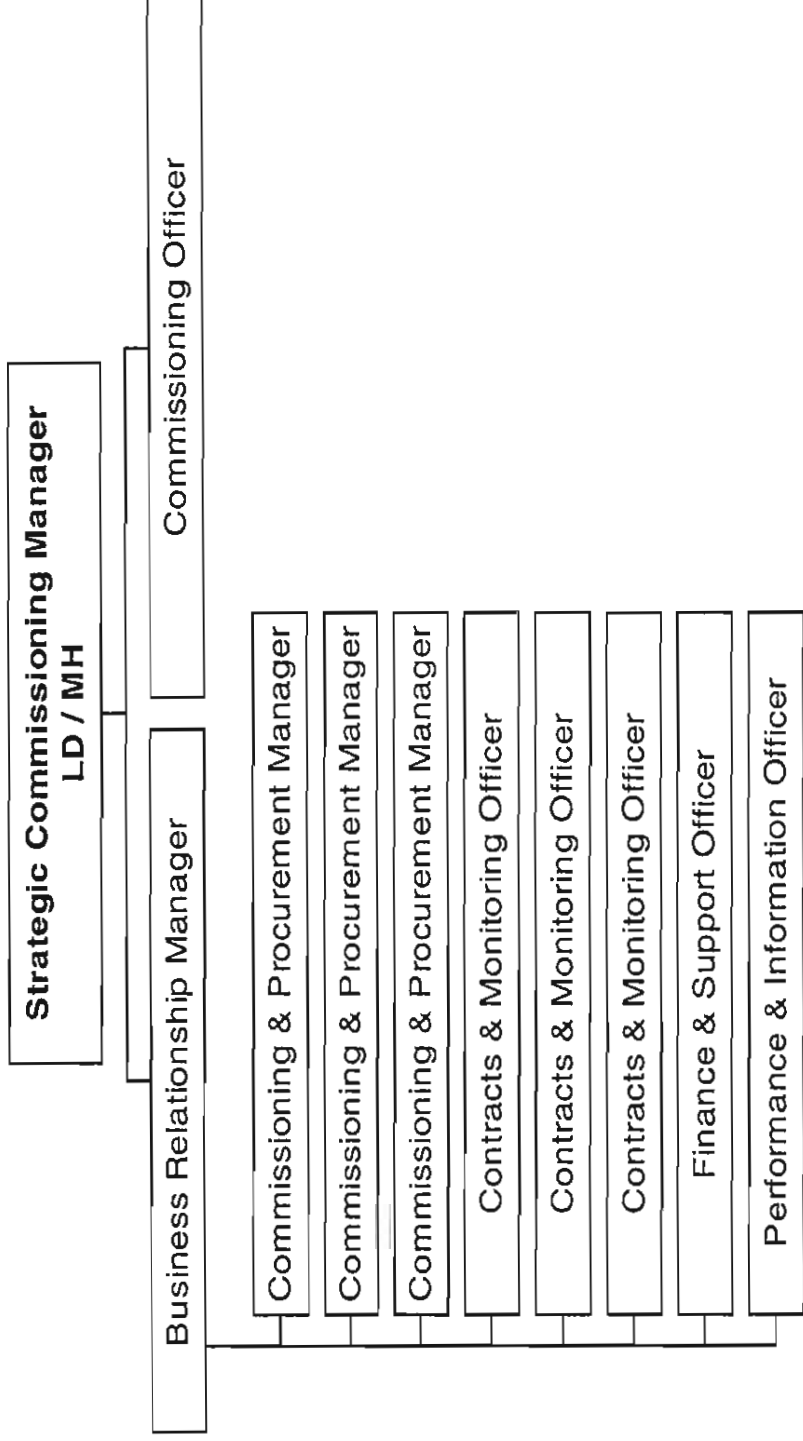
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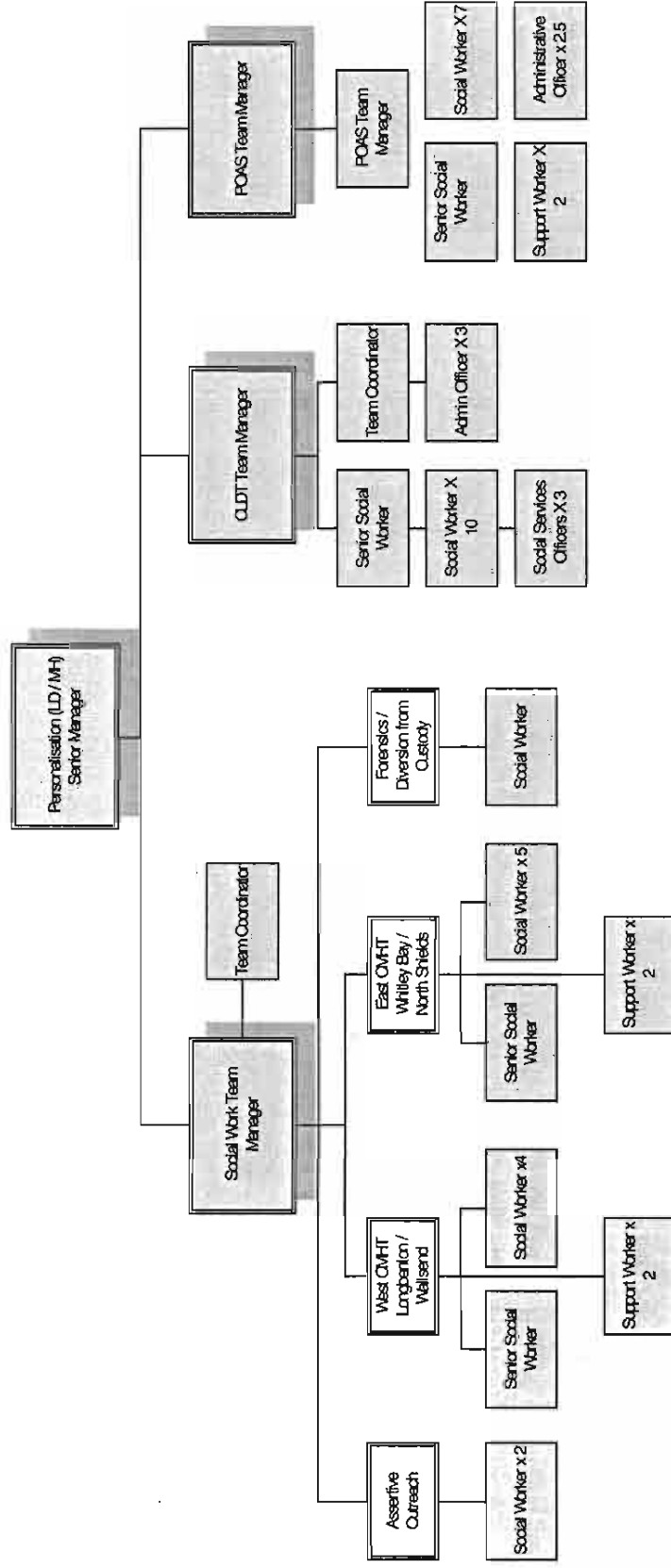
# Strategic Commissioning OP / PD



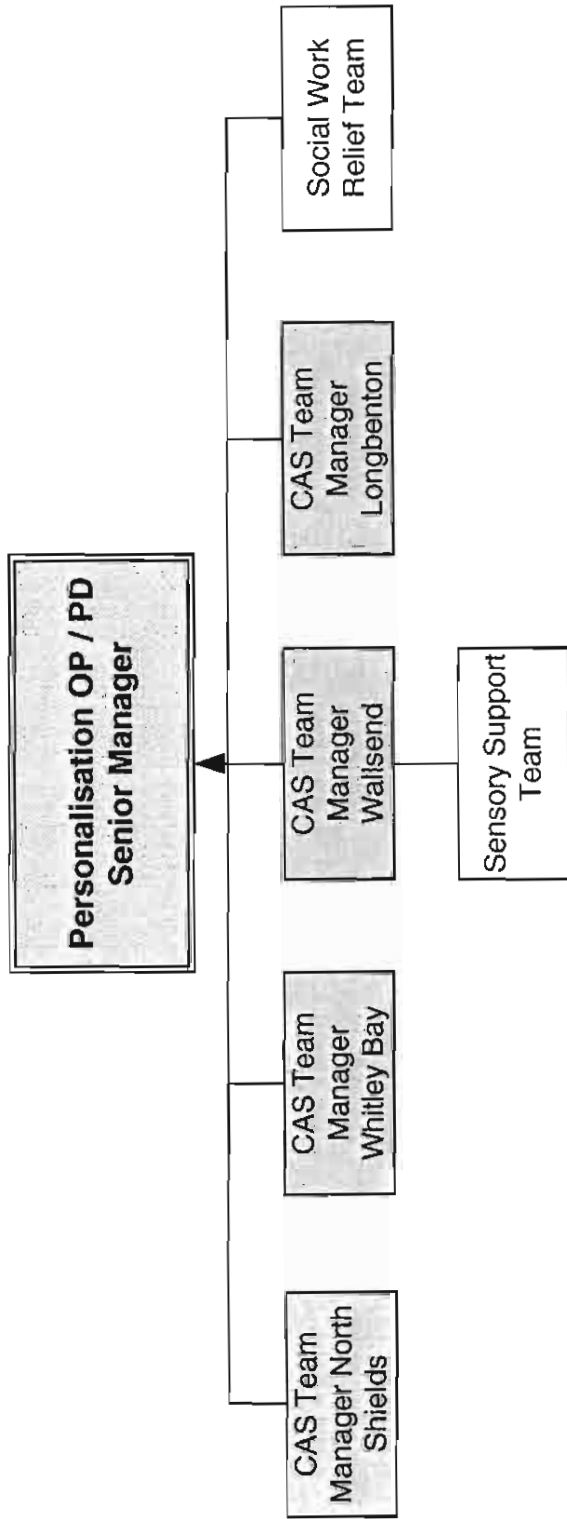
# Strategic Commissioning MH / LD



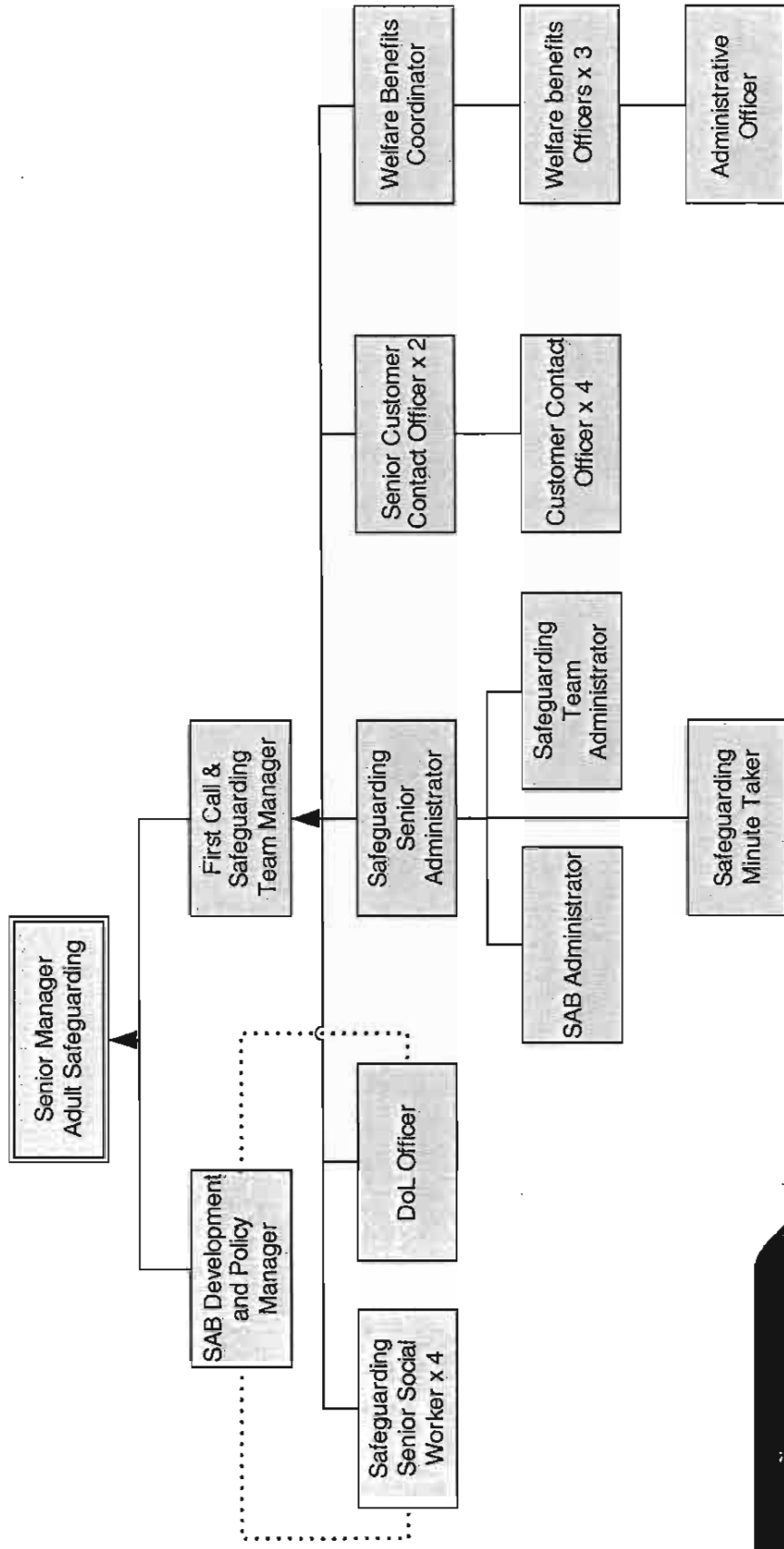
# Personalisation MH / LD



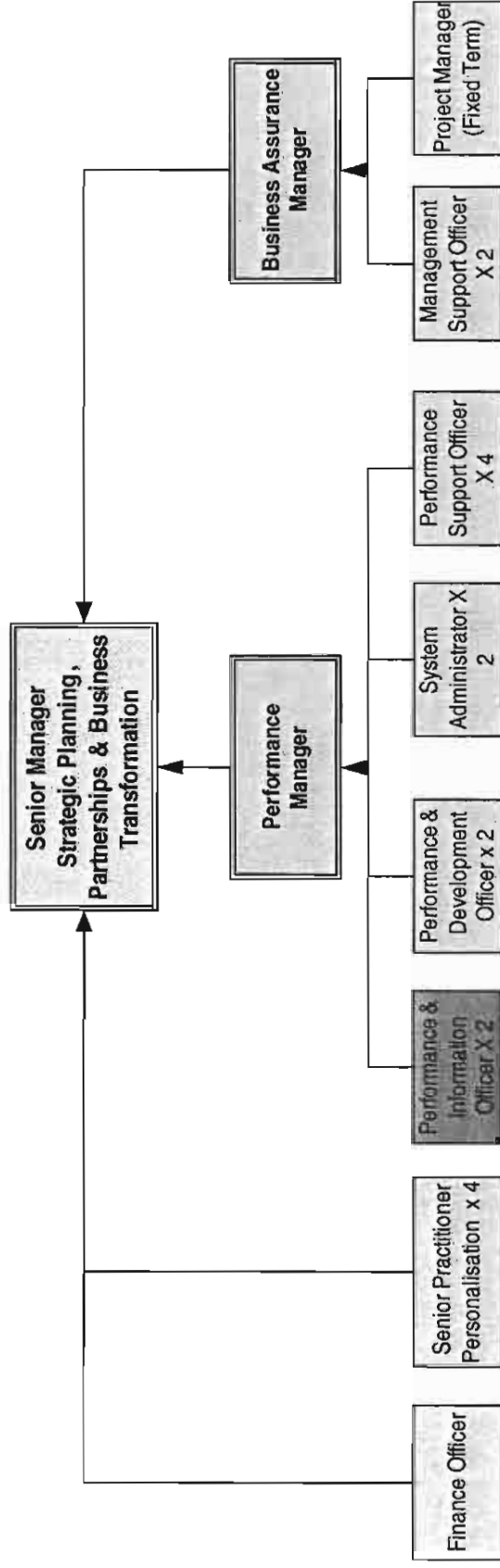
# Personalisation OP / PD



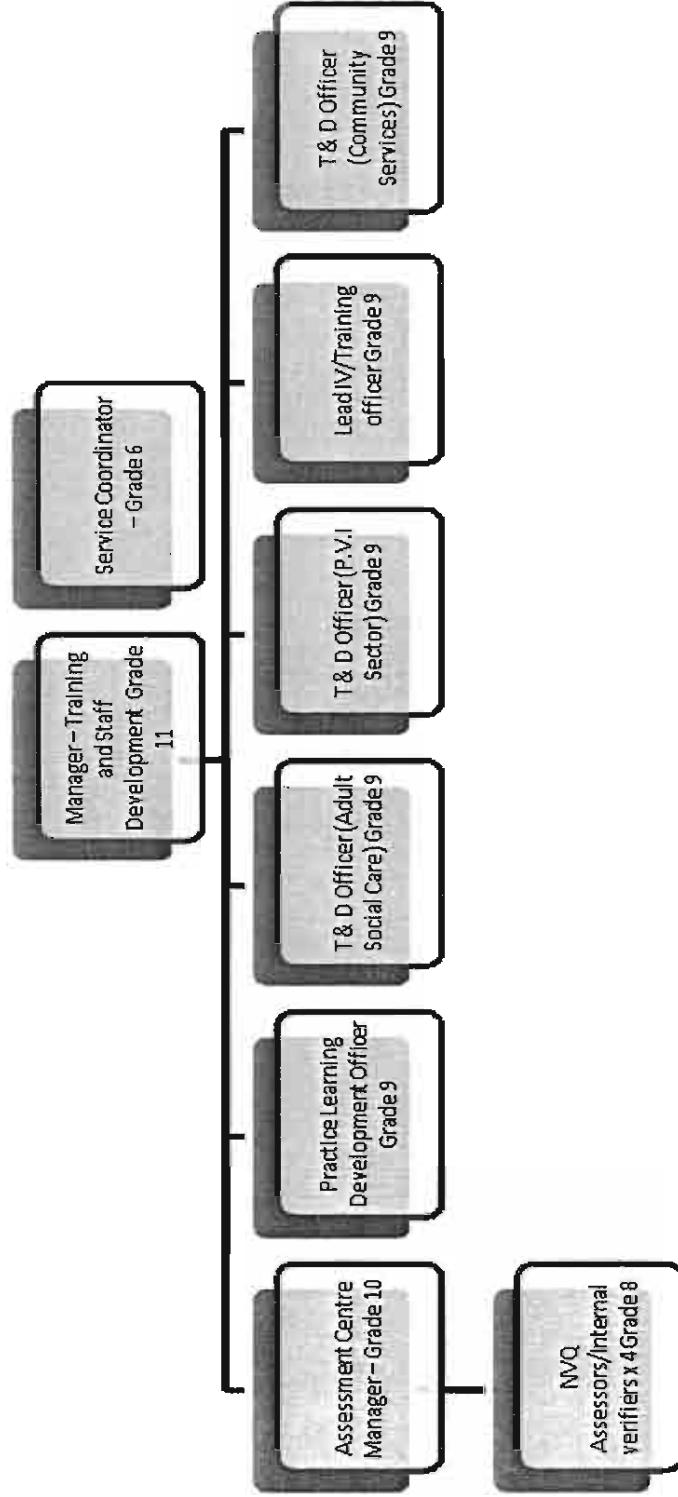
# Safeguarding



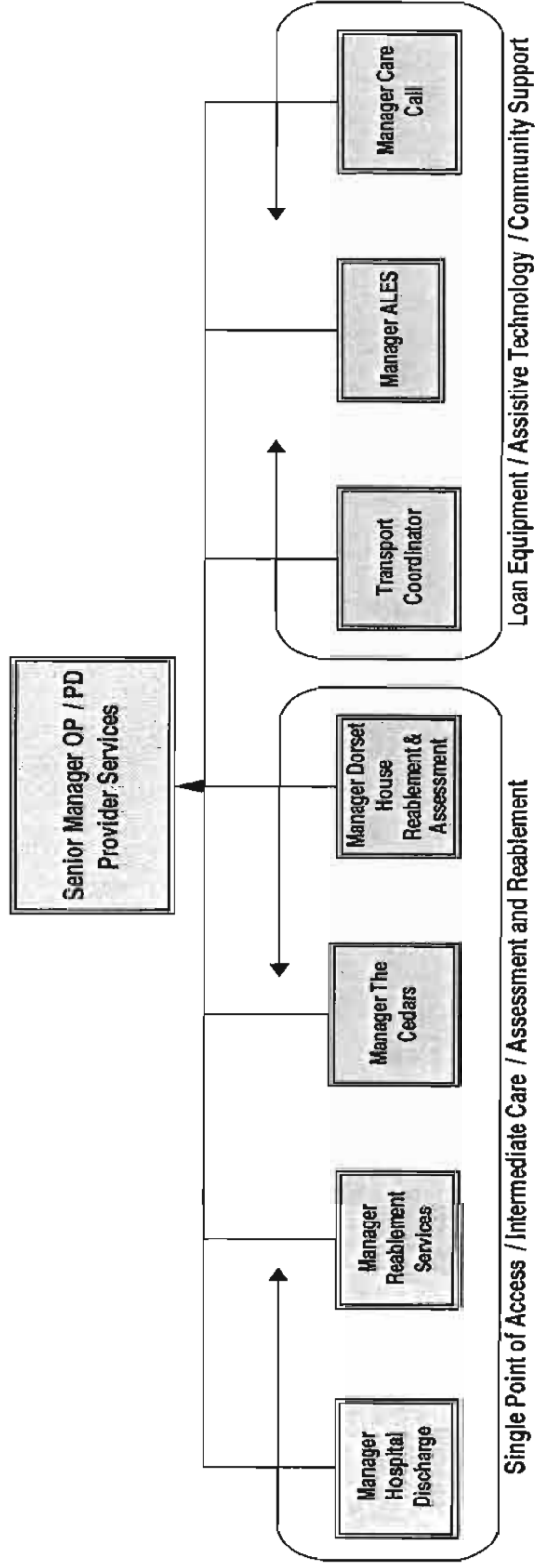
# Planning, Performance & Partnerships



# Training and Development



# Provider OP / PD



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# Provider MH / LD

