

**NORTH LANARKSHIRE COUNCIL
REPORT**

TO: Social Work Committee	Subject Modernising the Social Work Department
FROM: Director of Social Work	
DATE OF COMMITTEE: 22 nd March 2001	
REPORT AUTHOR: R Paul	
REF: RP/MY	

1. INTRODUCTION

- 1.1 This report contains proposals for the introduction of a revised structure for the Social Work Department which will enable the Council to meet its expanding obligations in terms of quality, performance, and increased provision.

2 BACKGROUND

- 2.1 The Social Work Department is a complex organisation. It employs 3000 staff and purchases or provides direct services for 6000 older people, people with a disability, vulnerable children and young adults. It also provides criminal justice services for offenders (the latter is 100% funded and is currently subject to reorganisation initiated by the Scottish Executive).
- 2.2 The current structure of the Social Work Department was approved by the Council prior to reorganisation in 1996. The structure of the Department was designed with a strong emphasis of service decentralisation to six area based operational units managed by 6 PO18 area managers. The area based structures are supported and complemented by headquarters teams led by 8 Principal Officers grouped under Heads of Service for Social Work Services, Social Work Resources and Social Work Development respectively.
- 2.3 There has been a very significant expansion in Social Work responsibilities and functions in the five years since the structure was first established. The main drivers of change have been:

- New responsibilities arising from policy changes initiated by the Scottish Executive. These are supported by substantial increases in funding targeted principally on the areas of older people, learning disability, children's services, and addiction.
- An emphasis on supporting an increasing number of people with complex care needs in their own homes.
- Very significant increases in directly provided home care and in services purchased from external providers
- Greater public accountability and improved standards in service provision eg child care enquiry recommendations.
- Major hospital closure/contraction programmes which are the subject of a process of on going strategic agreements between the Council and the Health Board, funded through resource transfer from the Health Board to the Council
- Increased emphasis on service responsiveness, effectiveness and efficiency as part of wider initiatives to improve performance and achieve best value in public services
- The Modernising Government initiative which in the case of Social Work is based on a national programme to define and improve social work information standards; this is supported by a local joint initiative with the NHS to develop common information and data sets to improve local joint working.
- The above changes are reflected in the 45% increase in expenditure on Social Work since the local government re-organisation with further large increases projected as a consequence of continuing hospital discharge and the national agenda in relation to increasing funding for community care.
- As part of the major Council reorganisation conducted by the Chief Executive in 1998/9 the Social Work Department's Community Development function was transferred to the new Community Services Department.

2.4 In order to give effect to Scottish Executive policy and funding requirements, the Social Work Department is increasingly required to enter into new partnerships for the management, delivery and funding of social work services. This is most notable in relation to community care, where indicative timescales have been set for the development of new joint arrangements for older people's and learning disability services. Together, these areas account for 70% social work expenditure.

2.5 Whilst the management intention has always been to provide as integrated and comprehensive a service as possible, the Department considers that review of its management structure is necessary to ensure that it can work more effectively with partner agencies, in particular the NHS, deliver on new responsibilities and ensure continuous improvement in the delivery of social work services.

3 CONSIDERATIONS

3.1 The main considerations are:

- Continuing commitment to decentralisation, with streamlining of management structures where possible whilst ensuring consistent standards and best practice across the authority.
- Capacity of the Department to recruit and retain staff in critical areas of service delivery and development. The Department considers that one unintended impact of the flat structure established initially for the Department has been the lack of a career structure for social work staff and the loss of experienced and skilled staff to other authorities. The pressures associated with increased volume and complexity of demand for services are also having an impact on sickness and absence levels, and these in turn increase further the pressures on staff at all levels in the organisation.
- Recognition of increased responsibilities where this is applicable at area level and also within headquarters.
- Delivery of the Development Agenda which faces the Department.

3.2 The Council is at present engaged in a job evaluation process using the nationally approved job evaluation tool. All APT & C and Manual posts will be subject to this process and it is recognised that the ultimate grading of posts in the revised structure will be determined by the review

4 PROPOSALS

4.1 The revised structure proposed by the Department is attached at Appendix 1 and the existing structure in Appendix 2. The main changes are summarised below.

4.2 Area based structure

- 4.2.1** The Department proposes retention of its 6 Area bases, but reducing the number of Area Manager posts from 6 to 3 and redesignating them Operations Managers with revised grading. The existing area teams would be linked as set out below. This should ensure consistency and efficiency of service delivery, whilst retaining a clear local identity and service access point. A range of Divisional configurations was considered from the retention of the existing 6 to the creation of 2, and a judgement was made that 3 was appropriate and realistic structure. However, it is clear that the change agenda which is set out by the Scottish Executive for Social Work Services over the next 3-5 years will require the departmental structure to be kept under review in order to ensure that it is attuned to its obligations within the Council and with external partners.

4.2.2 In order to align the Divisional boundaries to Area Committee boundaries, the Northern Corridor (Chryston, Moodiesburn, Stepps) area, which is currently managed from Coatbridge will be linked for management purposes to the new North Division.

- Cumbernauld and Airdrie into North
- Motherwell and Wishaw into South
- Coatbridge and Bellshill into Central

4.2.3 Summary of functions discharged at 3 area offices

The area offices are responsible for the day to day management of all inhouse services located within their area and for purchasing a wide range of services provided by the independent sector. The full range of Social Work services is available from the area offices and the social worker teams are located at a local level giving the public access to assessment and care management services.

The area offices will also be the focal point for operational liaison with key partner agencies e.g. Housing, Police, Education, LHCCs.

4.2.4 It is proposed that the existing 6 PO18 area managers posts be deleted and 3 new posts of Operations Managers created at P022 grade to reflect increased responsibilities.

4.2.5 The Department would continue to operate from six local offices (plus the existing 2 sub offices.) It is proposed that the grades of Area Service Manager should be increased from PO11 to PO14, in recognition of increased responsibilities arising from the reduction in the number of Senior Management area level posts.

4.2.6 Additionally, the Department proposes to address critical recruitment/ retention difficulties it is currently experiencing by altering the grading of area based PO2 staff as follows

- (a) Senior Community Care Officers /Senior Child Care Officers to move from PO2 to PO5. This recognises the increased responsibility arising from the service developments which have occurred since local government reorganised. At present the Department is not able to recruit staff to these posts, some of which have been vacant for more than a year despite extensive advertising. These posts are vital in maintaining the integrity of our in-house services.
- (b) The grading for Senior Social Workers to be widened from PO2 to PO2 – P05. This brings the grading of Seniors into line with neighbouring authorities and seeks to address urgent recruitment and retention issues pending the full job evaluation exercise.

- (c) Supervisory posts are central to service provision, providing professional support, management support and service monitoring.
- (d) The 6 Senior Resource Officer posts at PO2 have been deleted with 3 new posts of Co-ordinator Resources at PO8 level being created.
- (e) 6 new Resource Officer posts have been created graded at APV level, and 6 AP1 admin assistant posts in the teams will be deleted. These changes together with the creation of the new co-ordinator posts will improve the resource staff structures within teams, and ensure better staff retention.

4.3 Headquarters – Social Work Resources

- 4.3.1 The Department considers that the current differentiation of resources and personnel functions at principal officer level should be replaced by an integrated financial/human resources section with increased responsibilities for performance management, best value and information technology. The following changes are therefore proposed:
- 4.3.2 The deletion of 2 Principal Officer posts under the Head of Social Work Resources, to be replaced by a Manager of Resources and Information graded at PO22
- 4.3.3 Deletion of existing 3 PO8 posts and creation of 3 P011 Services Manager Posts – Personnel Service Manager – Finance Service Manager – Training Manager. The higher grades for these new posts recognises the added responsibility resulting from the flattened structure and from the expansion of services.
- 4.3.4 Deletion of 2 existing PO2 posts (Senior Resource Officers) and creation of PO5 Co-ordinator Personnel and PO5 Co-ordinator Finance. The PO8 post “Co-ordinator Performance and Information” has been transferred from the Development Section in recognition that the function has been transferred to the Resources Section.

The PO2 posts “Senior Officer Performance” and “Senior Officer Information” have similarly been transferred from the Development Section.

- 4.3.5 Regrading of Information Systems Officer from PO2 to PO8 recognising the increased responsibility of the postholder resulting from the development of the Social Work Information System and from the Modernising Social Work Agenda.

4.4 Headquarters – Social Work Development

- 4.4.1 In recognition of the substantial increase in planning and development responsibilities associated with targeted Scottish Executive funding for new

service developments and new joint local authority/NHS services, the Department proposes:

- 4.4.2 Creation of a PO22 Planning and Development Manager (Community Care Partnerships) post within the Social Work Development Section. This post will carry responsibility for new community care partnerships as well as the hospital discharge programme and all planning and research functions of the Department across all as well as holding a deputising responsibility for the Head of Service.
 - 4.4.3 Creation of a PO11 Service Manager – Planning and Management Information and corresponding deletion of the existing PO5 Planning Coordinator post.
 - 4.4.4 In recognition of recruitment/retention difficulties experienced at PO2 Senior Community Care Officer Development level it is proposed to redesignate the post as Senior Development Officer and widen the grade from PO2 to PO2/PO5. There will however be a reduction of two PO2/5 posts from this part of the structure.
 - 4.4.5 Redesignation of the Principal Officer (Planning and Development) Post to Development Manager at grade PO18 with responsibility for services to older people and other care groups as required.
 - 4.4.6 Creation of a new Development Co-ordinator Community Care post at grade PO8
 - 4.4.7 Redesignation of the Principal Officer (Registration and Inspection) to Monitoring and Standards Manager at the existing grade of PO18, to include responsibility for externally purchased social care services. The increase in responsibility for monitoring, standards and contracts will be offset by the loss of registration and inspection functions in April 2002.
 - 4.4.8 In recognition of the need to shift the emphasis from contracts administration (which was the priority given the absence of contracts systems at reorganisation) on to monitoring and standards of service outcomes, deletion of the existing PO8 Senior Contracts Officer to be replaced by a PO8 Standards and Monitoring Coordinator at Grade PO8 and a PO5 Contracts Co-ordinator post.
 - 4.4.9 Transfer the Principal Officer (Strategy) post to the Social Work Services Section, with the designation of Manager (Social Work Strategies) at existing PO18 grade. This seeks to secure the closer integration of special support services such as supported employment, anti-poverty services, and addiction services work with mainstream operational activity.
- 4.5 Headquarters – Social Work Services Section**
- 4.5.1 In anticipation of the national review of criminal justice service and its reorganisation into cross authority groupings, it is proposed to amalgamate criminal justice and children's services under the management of a new Manager, Children and Families and Criminal Justice Services, graded PO22.

This post will deputise for the Head of Social Work Services and will be supported by 2 newly created PO11 posts, Criminal Justice Service Manager and Children and Families Service Manager and a new PO5 post, Co-ordinator Children and Families. The PO11 and PO5 Children and Families posts were created from the deletion of 2 PO2 posts. In addition, it is proposed to regrade the existing Criminal Justice Co-ordinator post from PO5 to PO8. This structure also accommodates the developing Executive driven Youth Crime agenda which spans both care group remits.

- 4.5.2 Recognising the increase in the HQ operational community care workload which arises from new service development and implementation and in order to align the Department's structure to fit better with major partners in the Health Service, it is proposed to increase the PO18 Community Care posts from 1 to 2; one with responsibility for older people, and one for adult services.
- 4.5.3 There is no increase in PO8 numbers since the PO Criminal Justice is deleted.
- 4.5.4 Within the Community Care (Older People's) section it is proposed to create a PO5 Service co-ordinator – Older People's services and to regrade the existing PO8 Home Care Services from PO8 to PO11 Home Care Services Manager. The regrading takes account of the continuing development of home care provision and the increased responsibilities of the postholder. The post of Hospital Social Work Manager will be deleted following the transfer of the management of hospital based social work services to the Operational Managers.
- 4.5.5 Within the Community Care (Adult Services) section it is proposed to create new posts of PO11 Service Manager (Adult Services), PO8 Service Co-ordinator – Independent Living Services and PO2/5 Senior Officer – Mental Health Services. The PO11 post will have a new additional remit for the protection of vulnerable adults. The PO8 Independent Living post introduces a career option for OTs consistent with the recent member officer report on Equipment and Adaptations.

5 Financial Implications

- 5.1 The changes in the number of posts within the management structure and the cost of the reorganisation are shown in Appendix 3.
- 5.2 It can be seen that in total there are in net terms 3 additional posts within the new structure and the cost of these together with the regradings amount to £278,140.
- 5.3 The functional areas relating to the additional costs together with the funding source are set out below.

5.4	Learning Disability	Net Increase:	£97,500
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5.4.1 The Planning and Development Section and the Headquarters operations section have been augmented to reflect the growing agenda in the area of learning disability. Major areas of service require to be reshaped and new services created both for people coming from hospital and for people at present in the community.

5.4.2 In recognition of this agenda the Council has provided additional resources of £814,000 in 2001/2002 to develop services for people with a learning disability and in addition to this resources amounting to approximately £2,000,000 will come from Resource Transfer and Transitional Housing Benefit. Further reports will be brought to Committee concerning the use of the balance of the monies.

5.5 Monitoring and Standards Net Increase: £27,000

5.5.1 The Planning and Development Section has been augmented to reflect the major changes in this area of activity due to the creation of the new Social Care Commission and also as a result of the increase in contract monitoring and compliance activity by the Department with external providers.

5.5.2 In recognition of this the Council has provided an additional £150,000 in 2001/02 to meet the increased costs arising from the new Regulation of Care Standards.

5.5.3 Further reports will be brought to Committee on the use of the balance of the monies.

5.6 Children and Families Net Increase: £13,500

5.6.1 The Headquarters operations section responsible for work with children and families has been augmented to ensure consistency of child care practice across teams and to develop standards and policy in this important area of work.

5.6.2 The Council has provided £145,000 additional resources in 2001/02 in respect of the Children's Services Development Fund, the use of the balance of the resources will be reported separately.

5.7 Older People Services Net Increase: £140,140

5.7.1 The Planning and Development Team has been augmented by £31,000 and the operational teams by £109,140 to recognise the major development agenda necessary in this area. There is an increasing population of elderly people requiring care. Services for people with Dementia require to be developed as do services which keep people in their own homes for as long as possible. Bed blocking is a national issue as is the drive to reduce assessment times and waiting times for services.

5.7.2 The Council in recognition of this agenda has provided £2,468,000 additional resources in 2001/02. These monies have in the main come from Central Government providing additional funding in response to the Royal Commission into Long Term Care for the Elderly and also additional monies for Winter

Pressures. The Council in addition also provided £335,000 to reflect the demographic change in the elderly population.

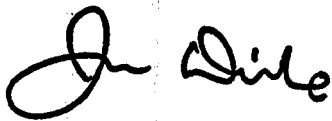
- 5.8 It can be seen from the above that the current proposed changes to the structure represent only a small element of the resources made available for the challenging development agenda facing the Department in the coming year.

6 Filling of Posts

- 6.1 In line with the principles which applied during the reorganisation of local government in 1995/96, appointments to posts in the new structure will be direct matching, restricted selection or advertising of posts as appropriate. Posts in the structure will be filled "top down".
- 6.2 Job descriptions have been prepared for all the new posts within the structure. Staff will be asked to complete personal profiles to assist with the matching and selection process.
- 6.3 There are more posts in the new structure than are filled within the current establishment. It is recognised that the new management arrangements will result in the deletion of a number of existing posts. Every effort will be made to accommodate all employees within the new structure with the terms of the Council's redeployment policy applying where necessary.

7 Recommendations

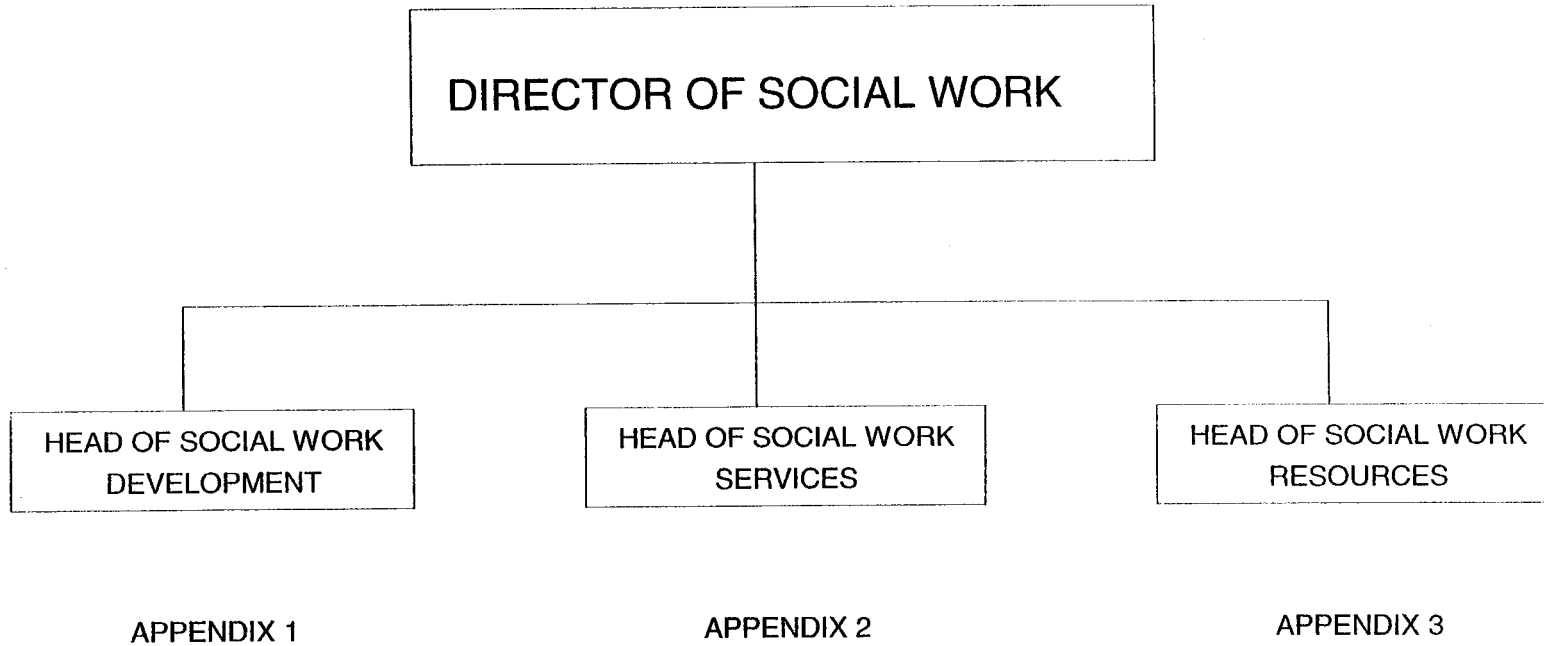
- (i) Committee is invited to approve the terms of the report.
- (ii) The report should be passed to the Finance and Personnel Committees for their interest.



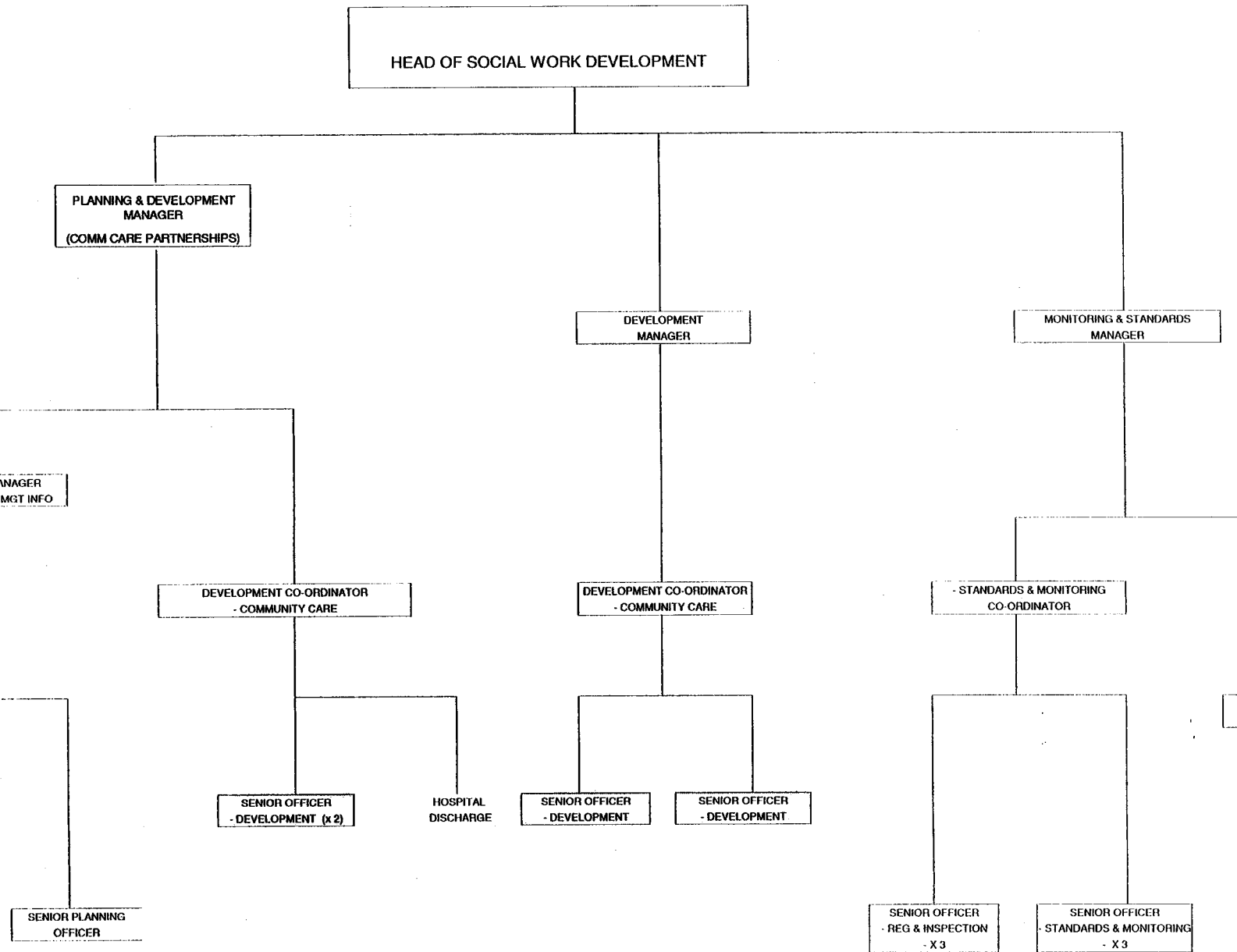
Jim Dickie
Director of Social Work
16 March 2001

For further information on this report please contact R Paul, Head of Social Work Resources

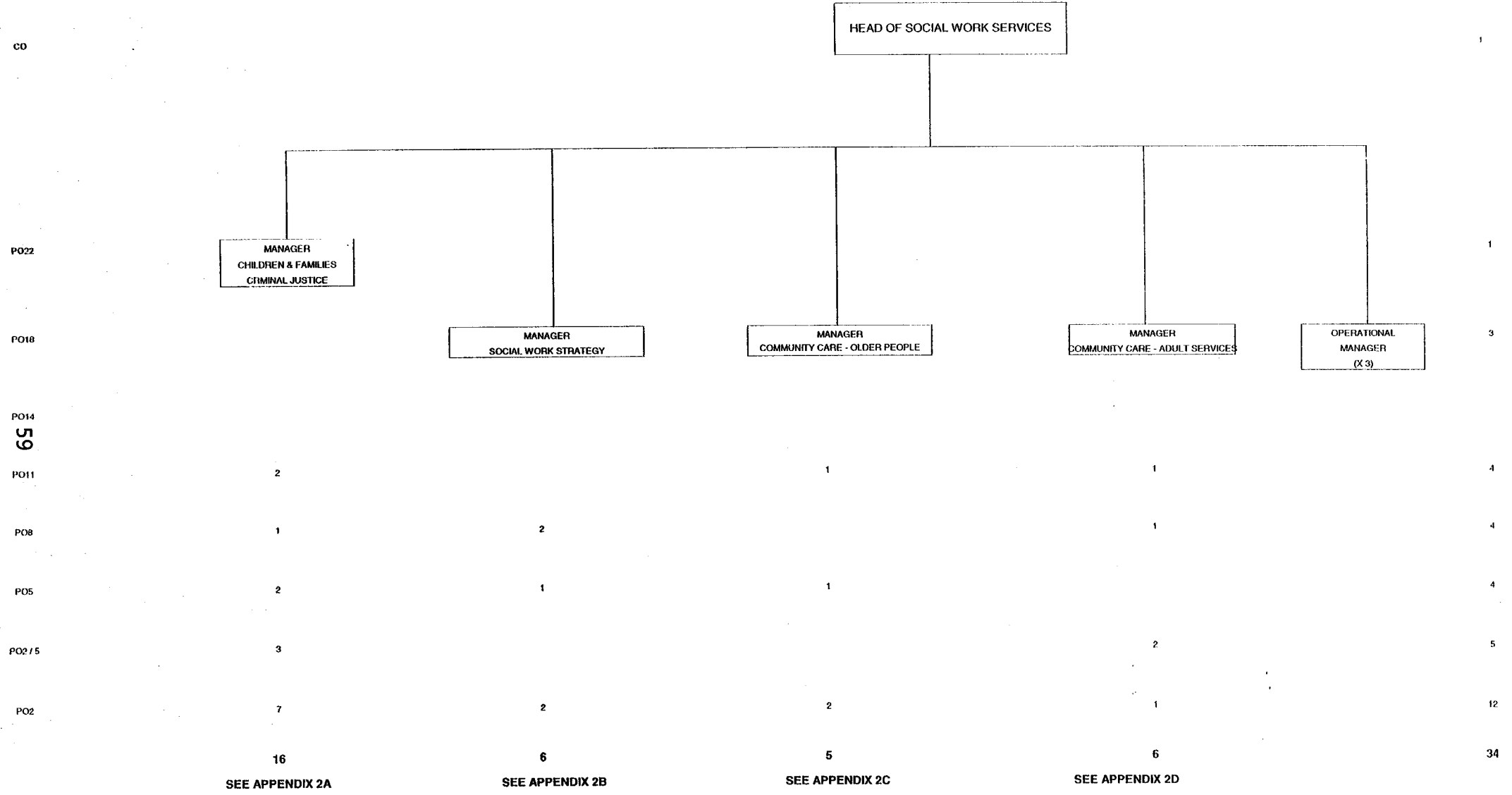
PROPOSED STRUCTURE



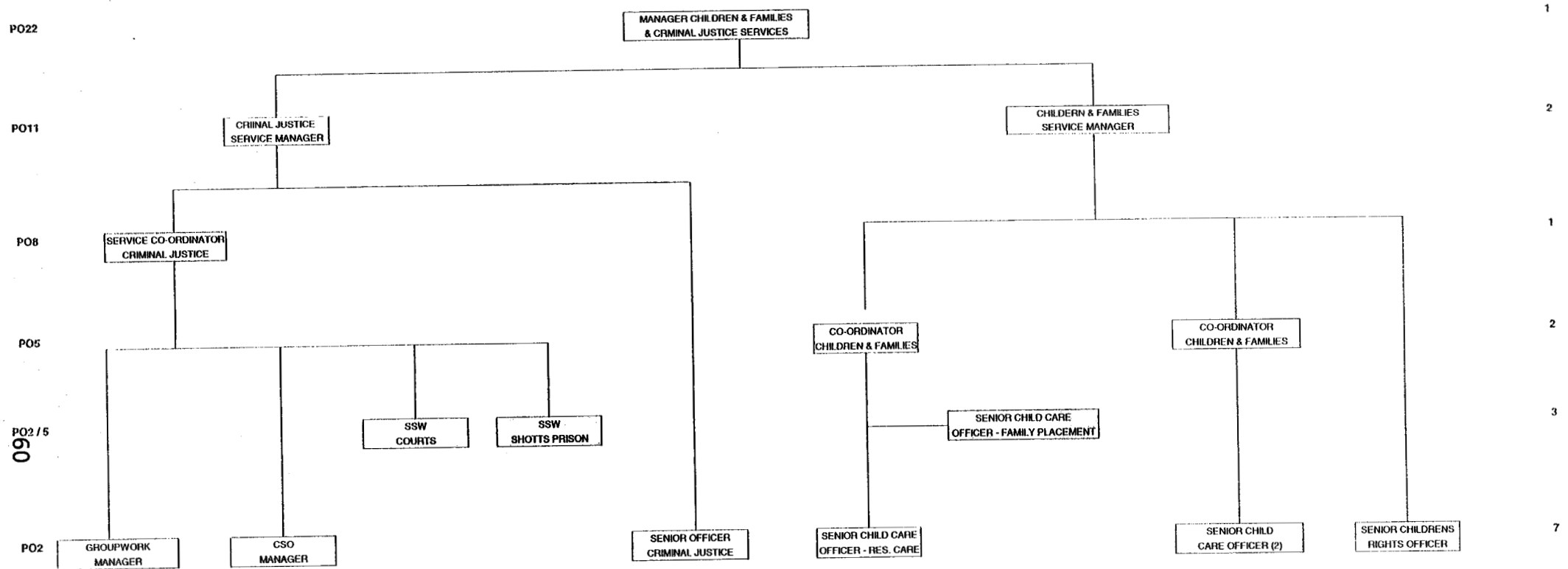
APPENDIX 1



PROPOSED STRUCTURE



PROPOSED STRUCTURE



PO22

PO11

PO8

PO5

PO2 / 5

PO2

1

2

1

2

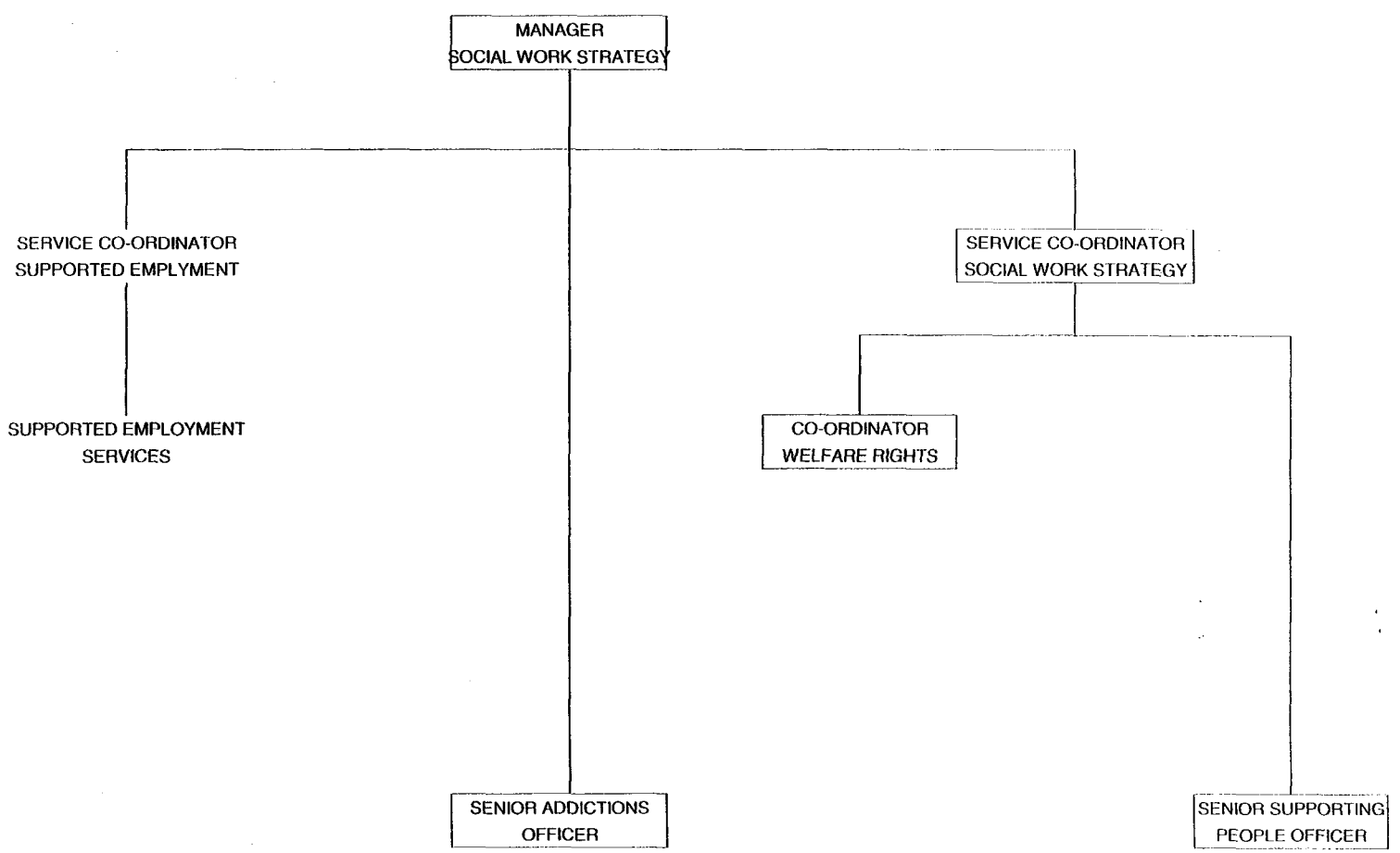
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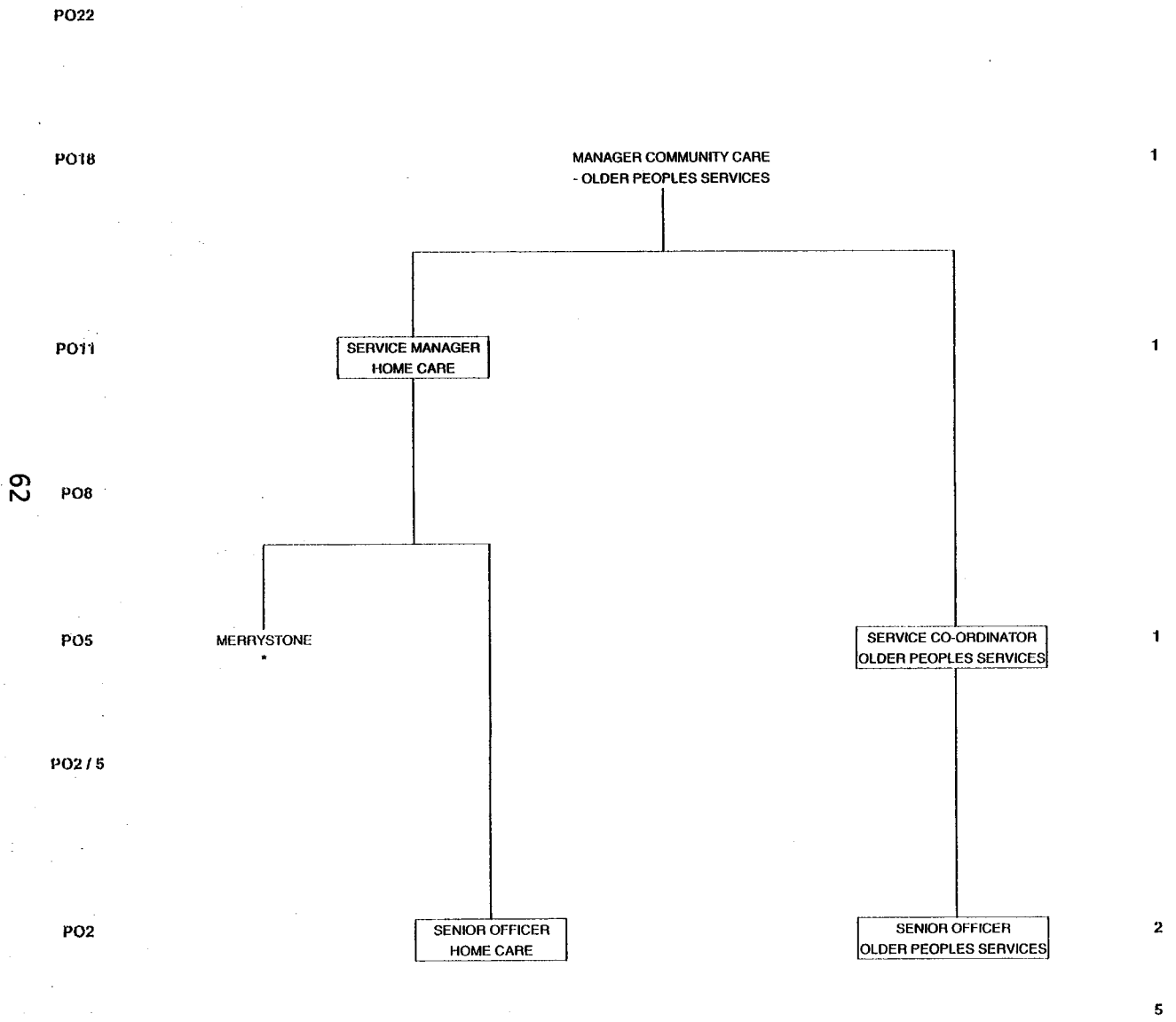
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1997.02



PROPOSED STRUCTURE



* MANAGER AT MERRYSTONE TO BE REGRADED FROM PO2 TO PO5

PROPOSED STRUCTURE

P022

P018

P011

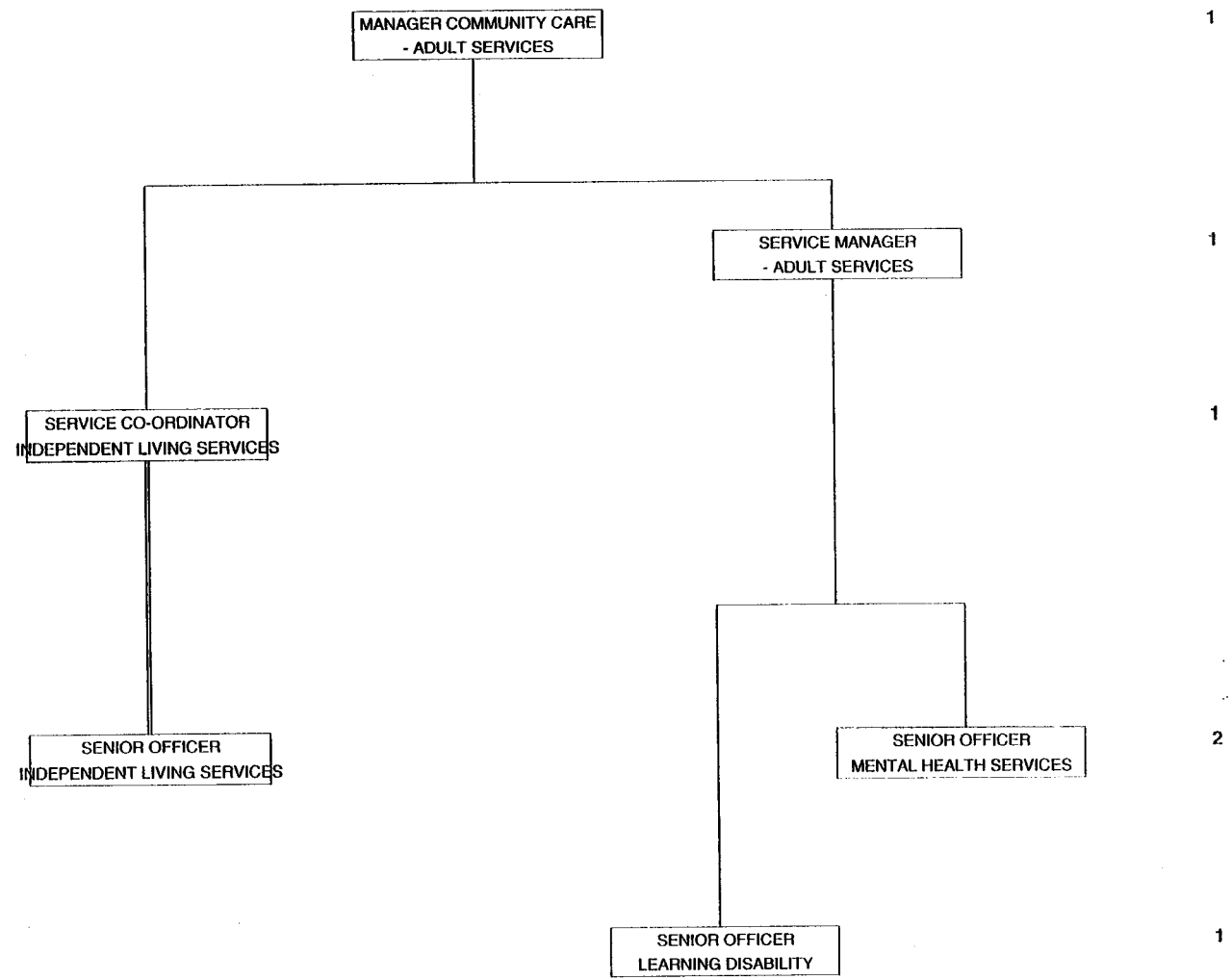
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P05

P02 / 5

P02



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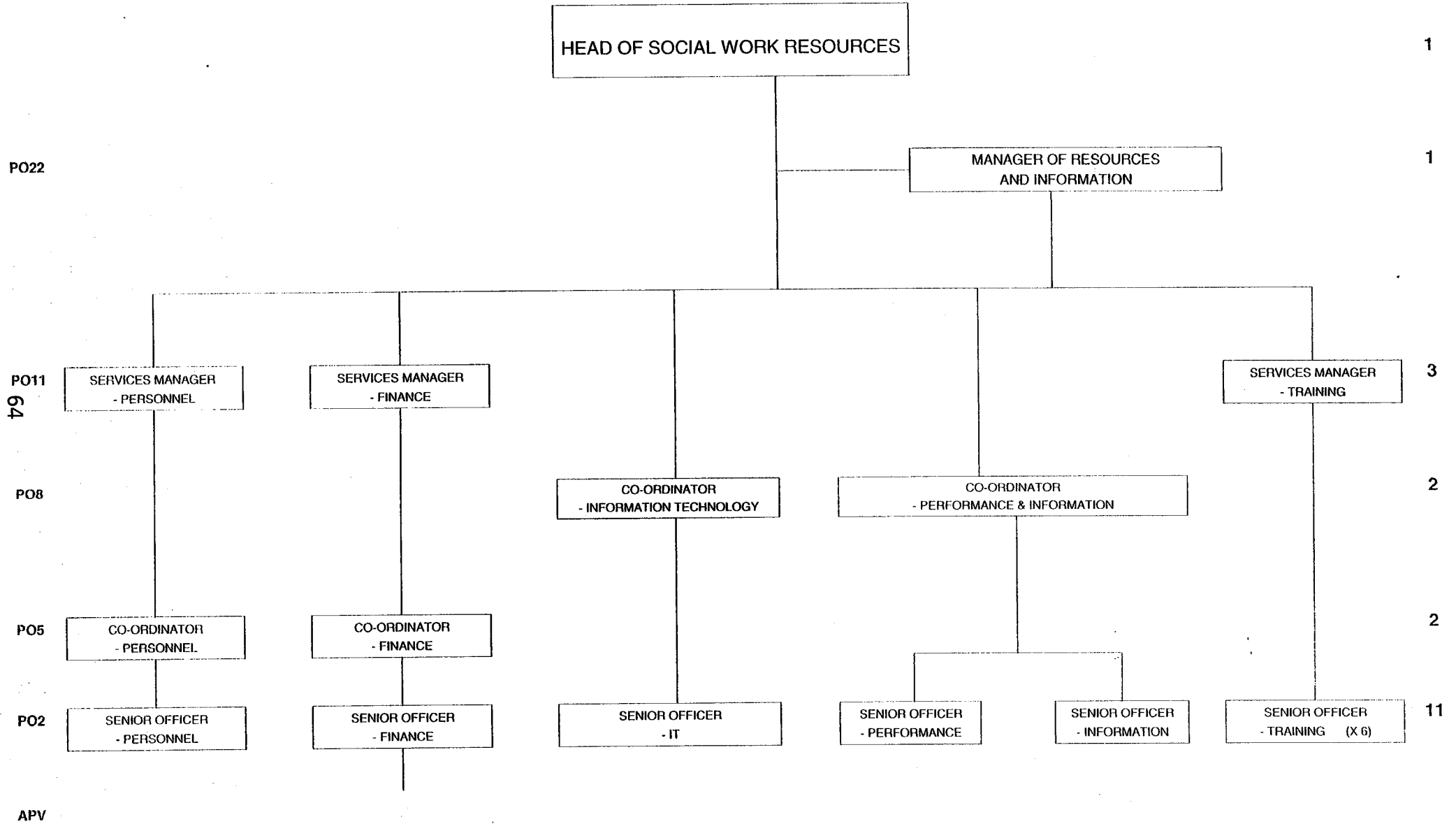
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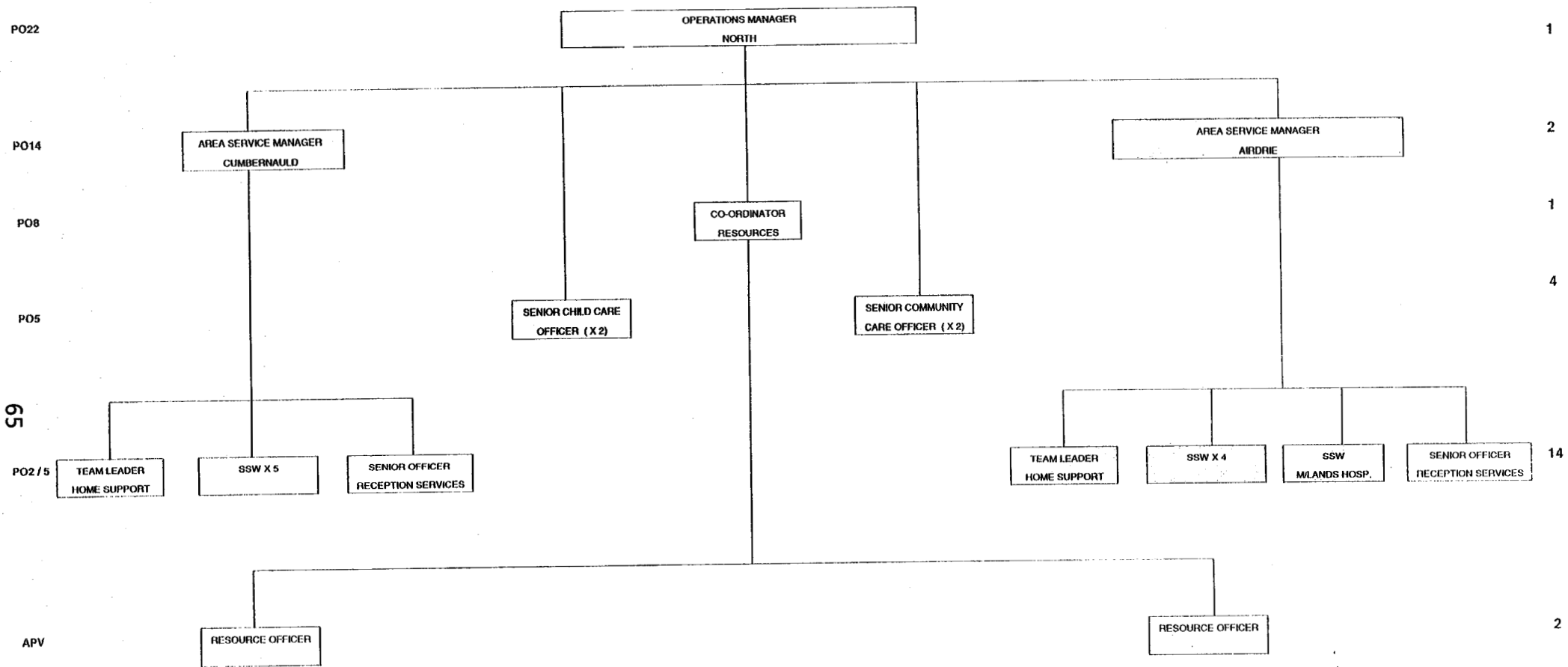
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PROPOSED STRUCTURE

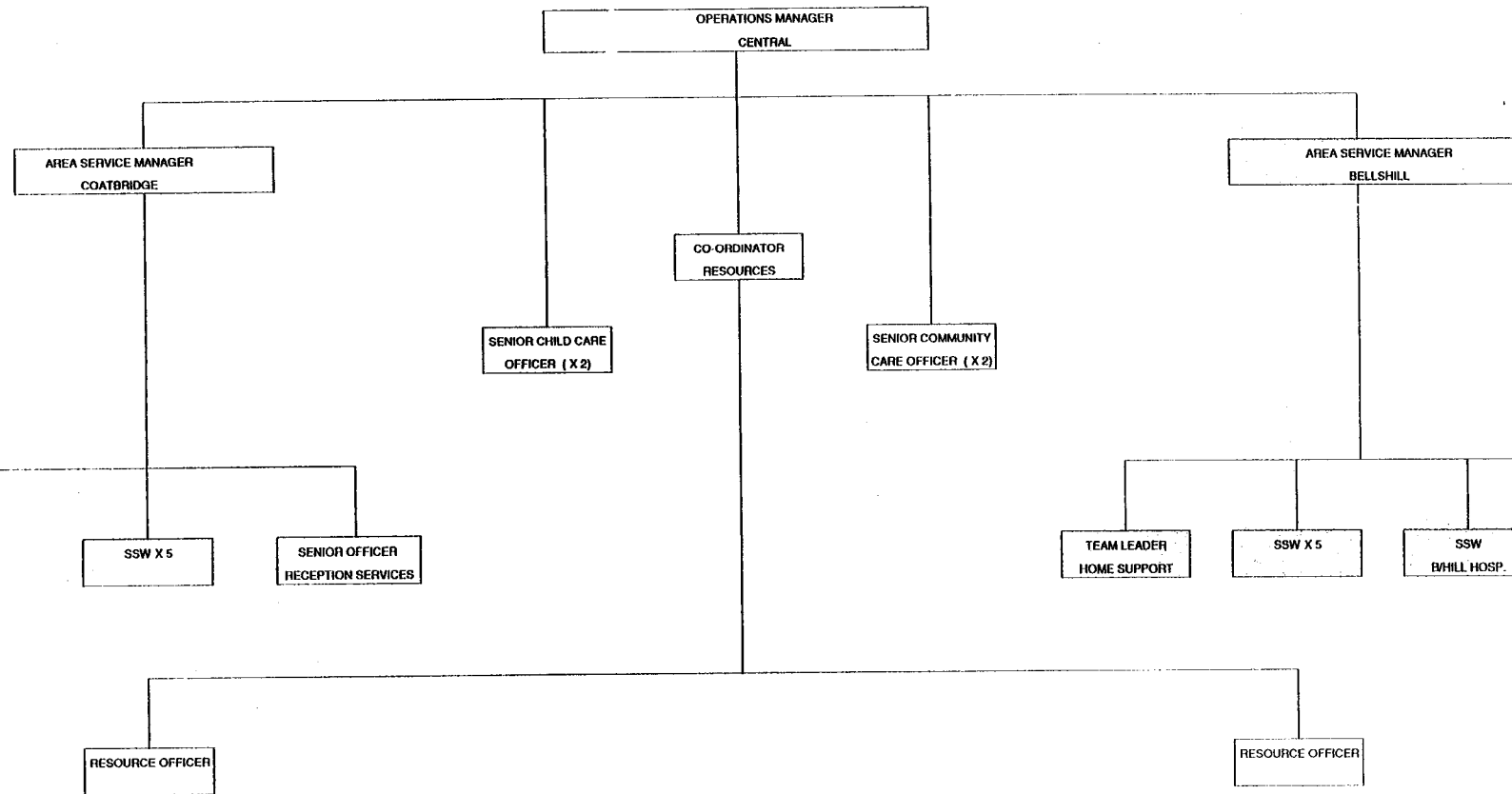


PROPOSED STRUCTURE NORTH

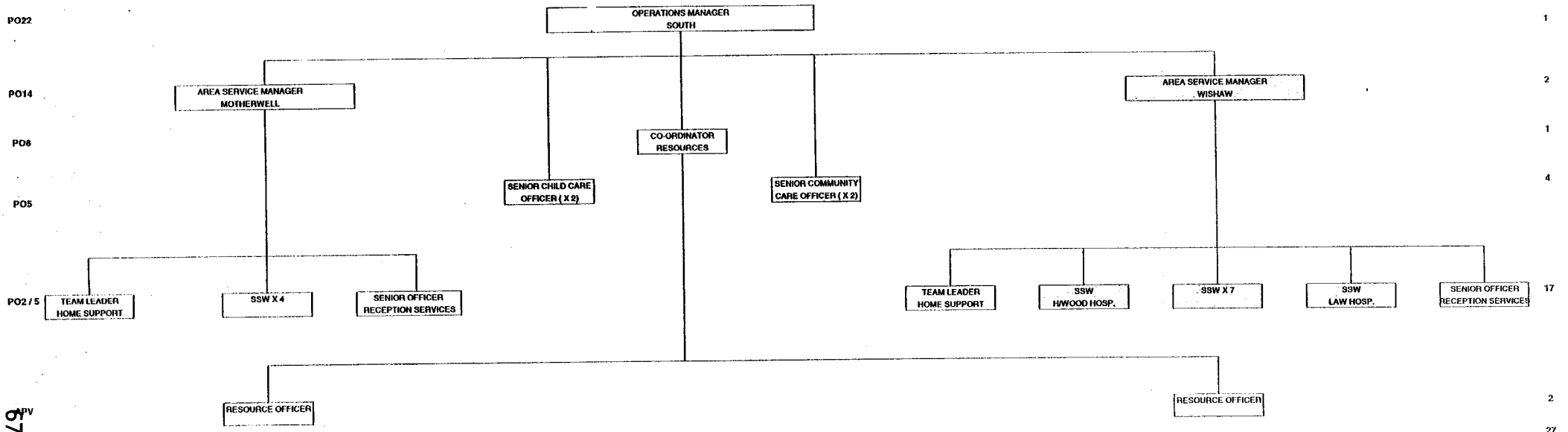


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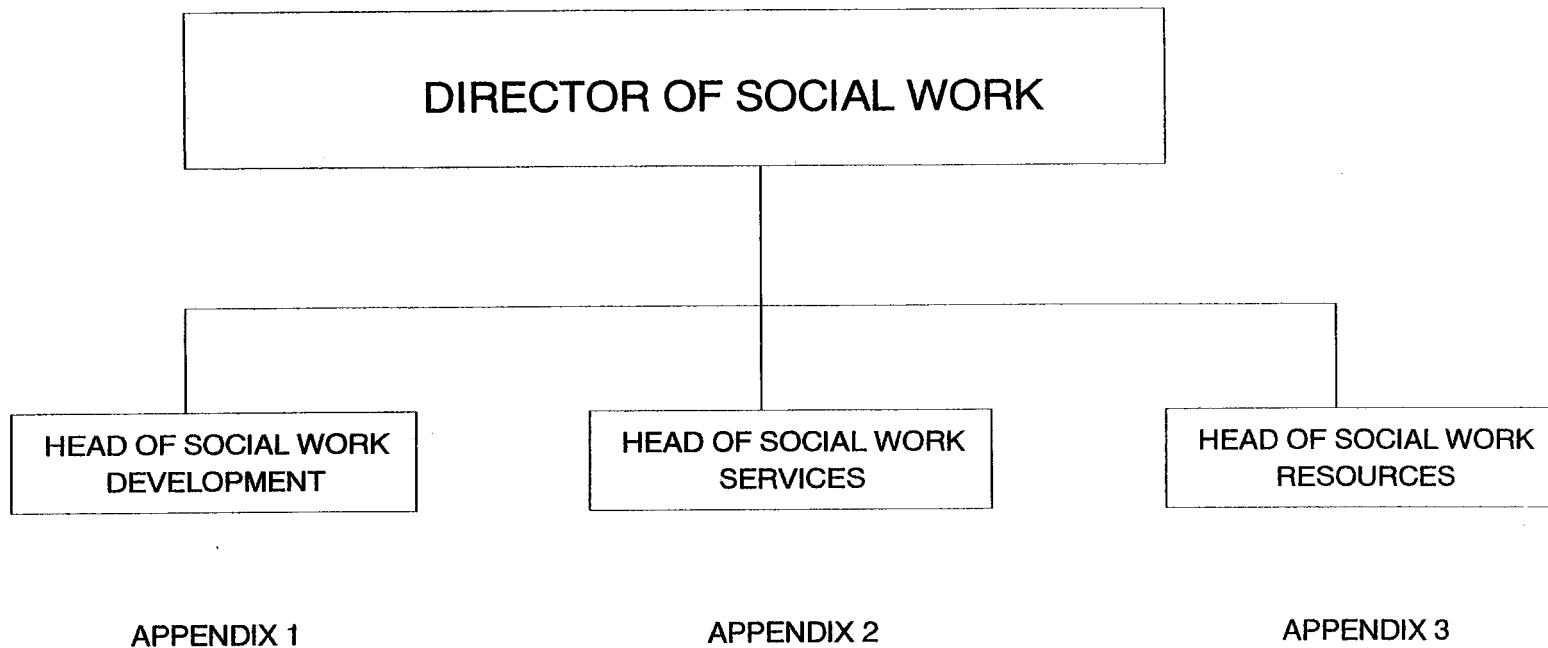
PROPOSED STRUCTURE SOUTH



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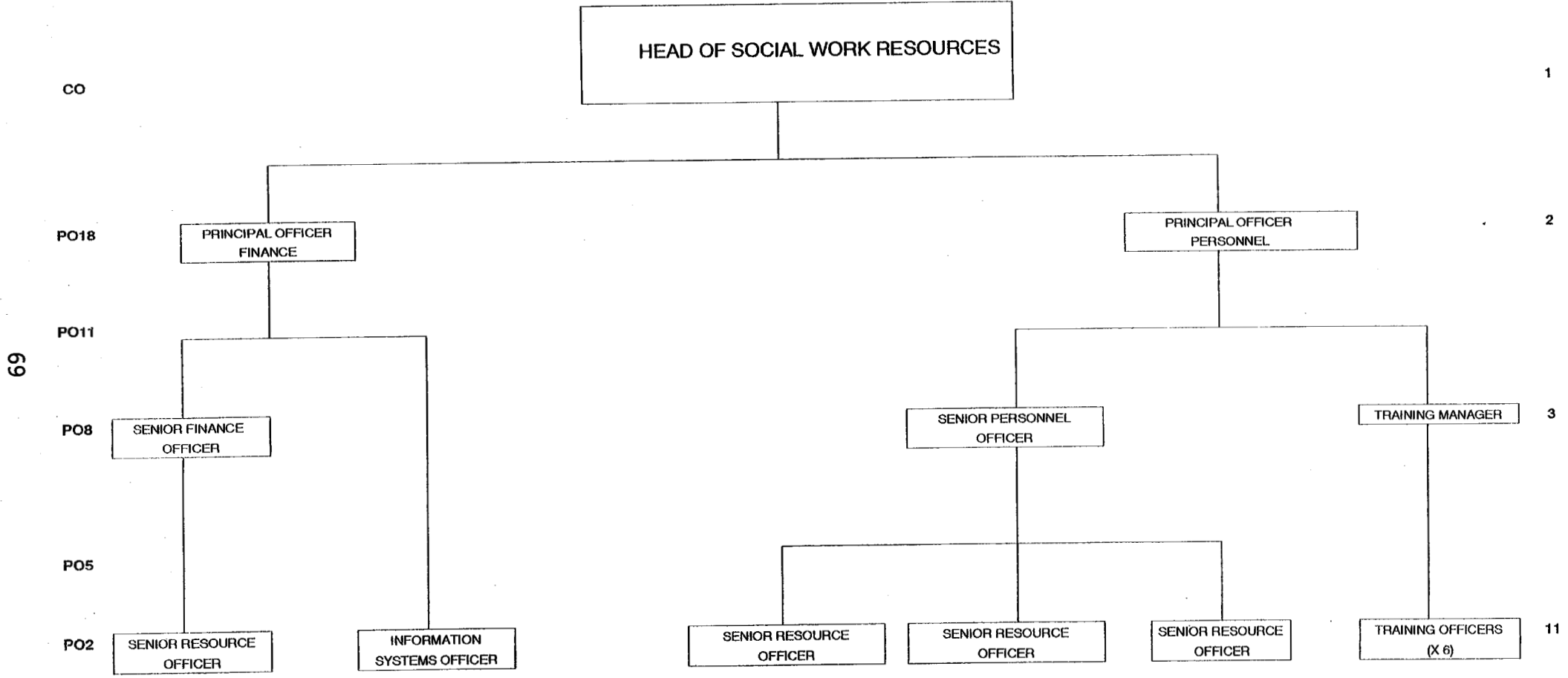
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EXISTING STRUCTURE



EXISTING STRUCTURE

13 10/10/06



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17

EXISTING STRUCTURE

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PO18

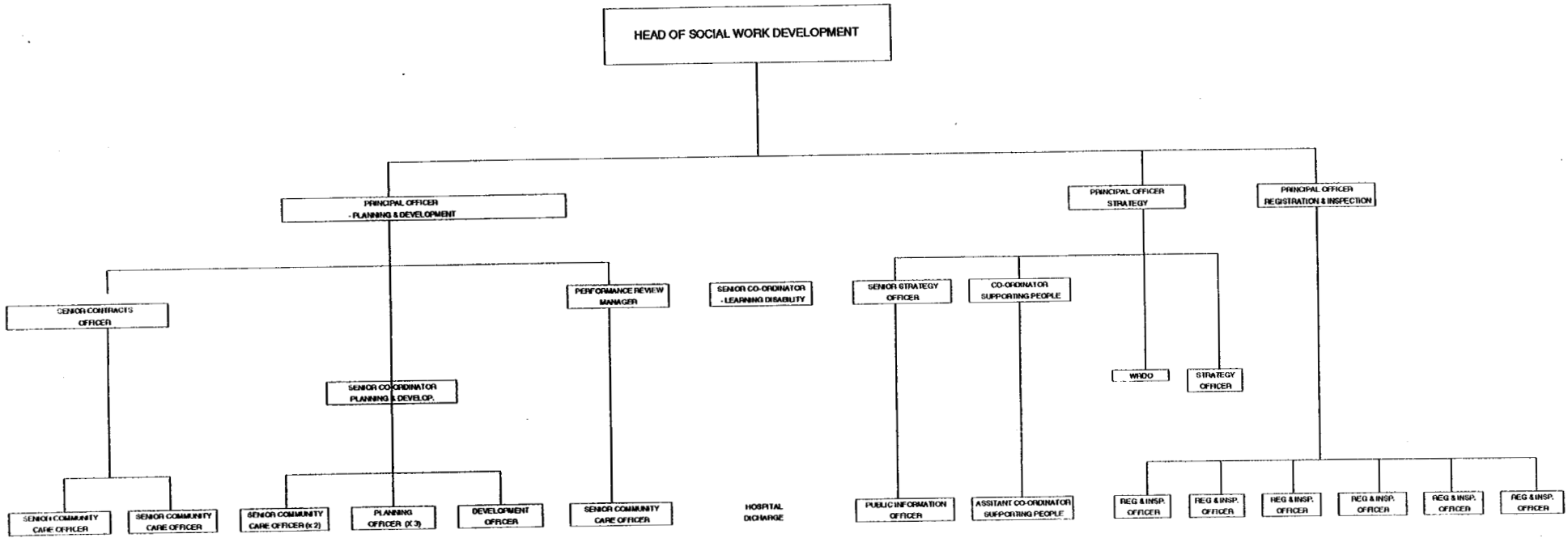
PO11

PO9

PO5

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PO2



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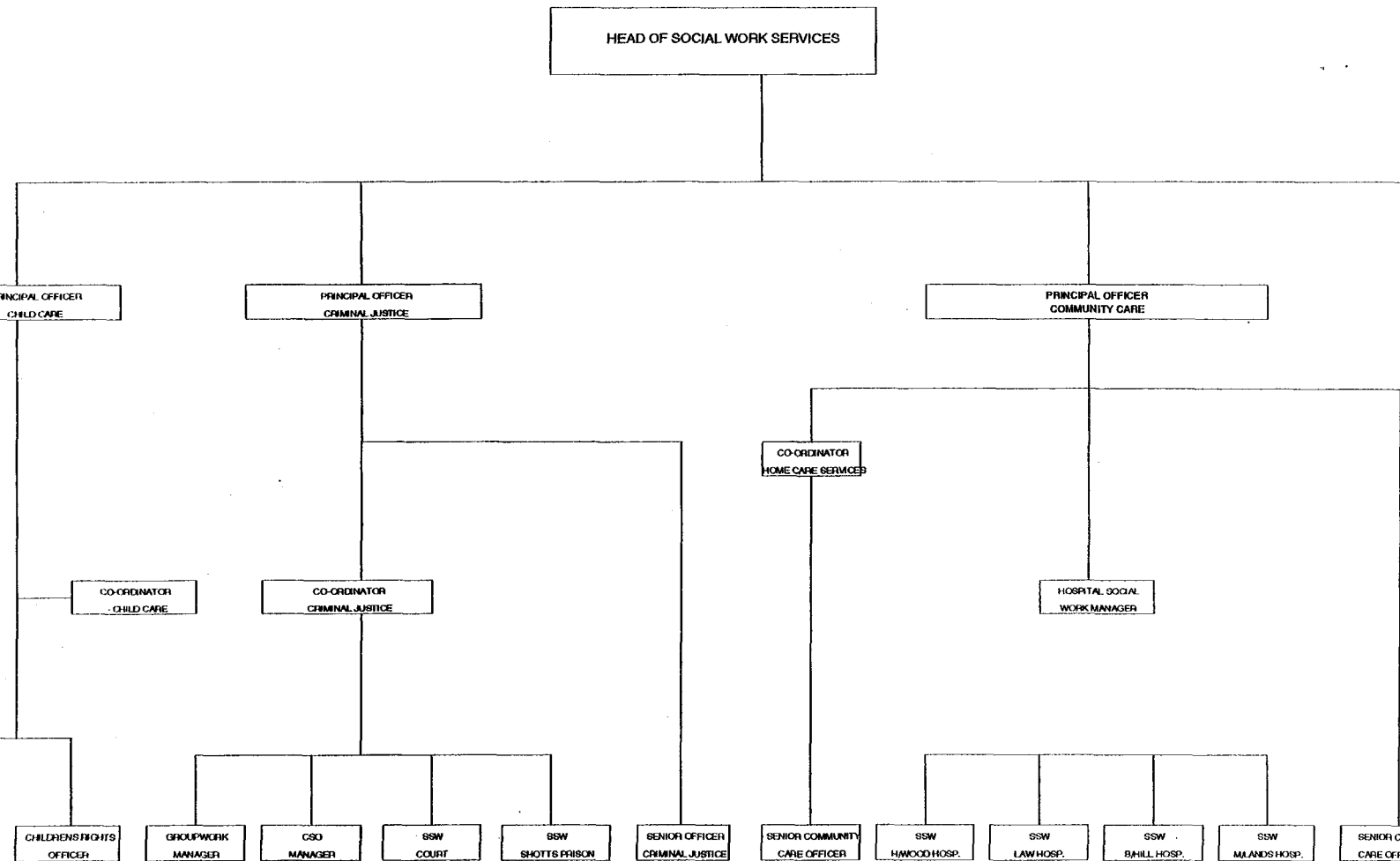
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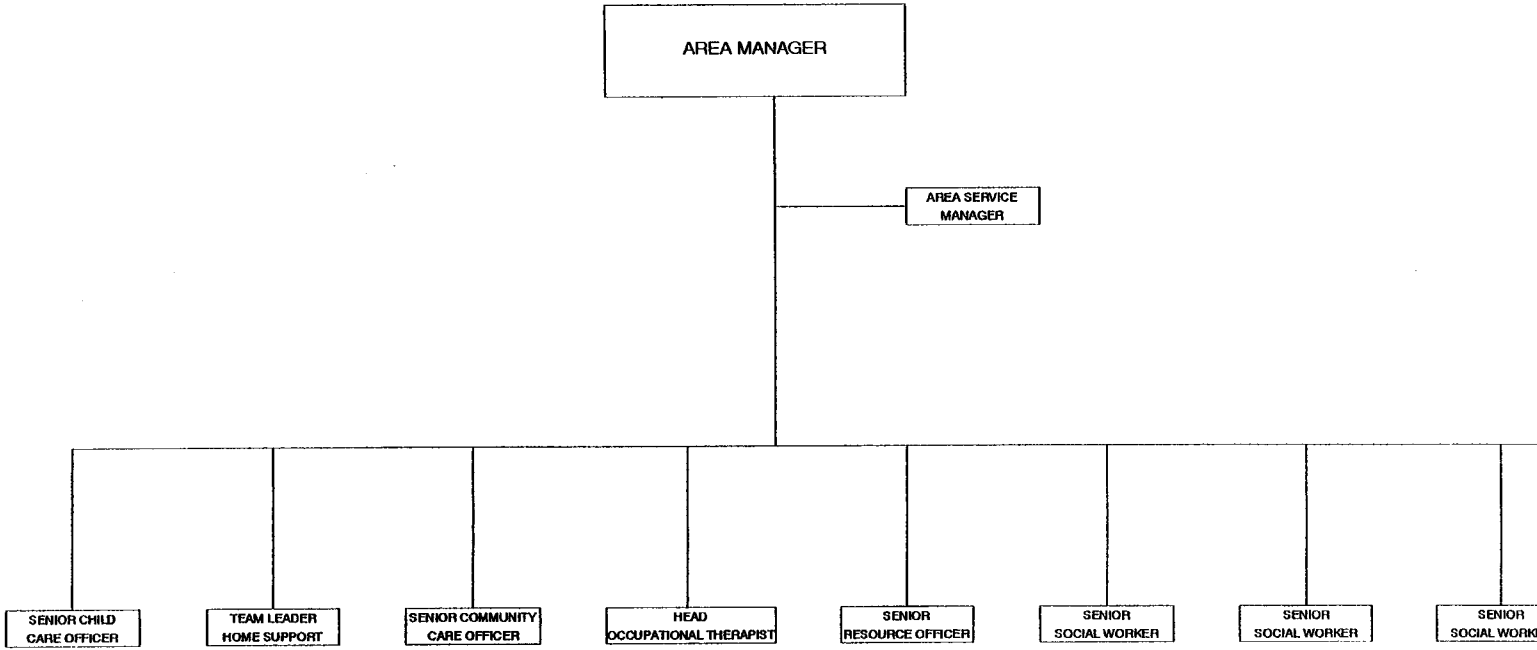
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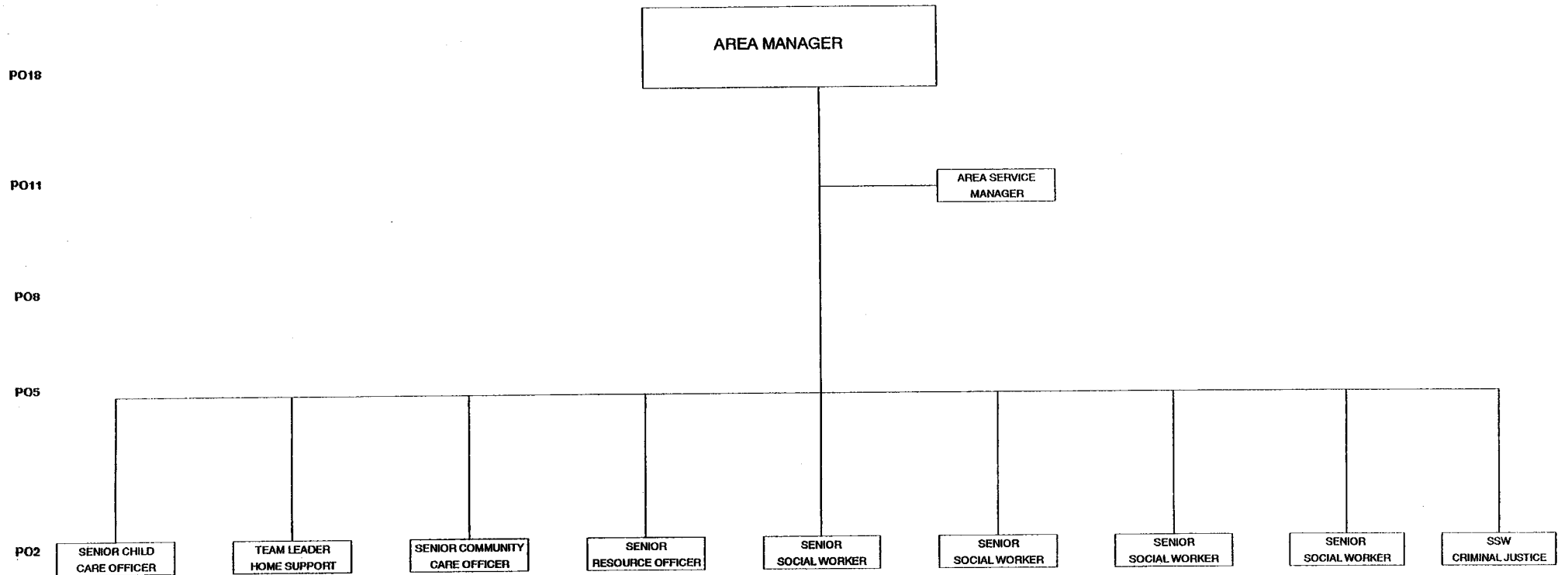


PERSONAL MANAGERS ARE INCLUDED IN TOTALS FOR AREAS
 TO 9

- AIRDRIE AREA TEAM



EXISTING STRUCTURE - CUMBERNAULD AREA TEAM



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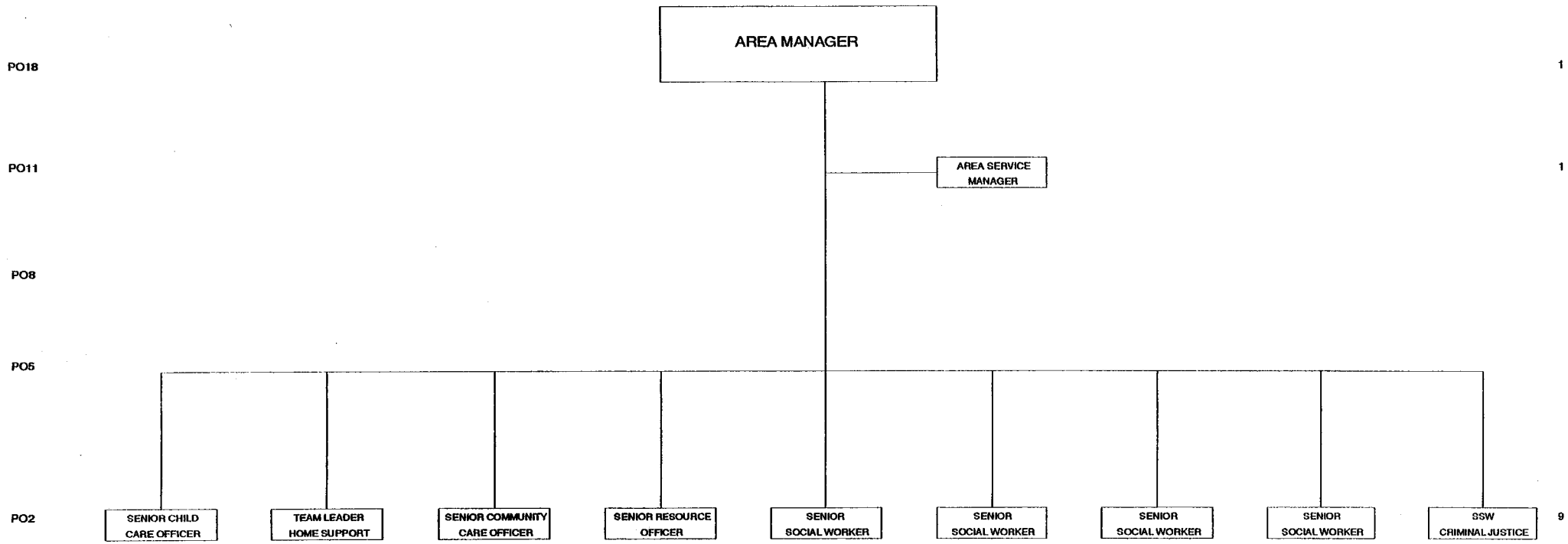
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EXISTING STRUCTURE - BELLSHILL AREA TEAM



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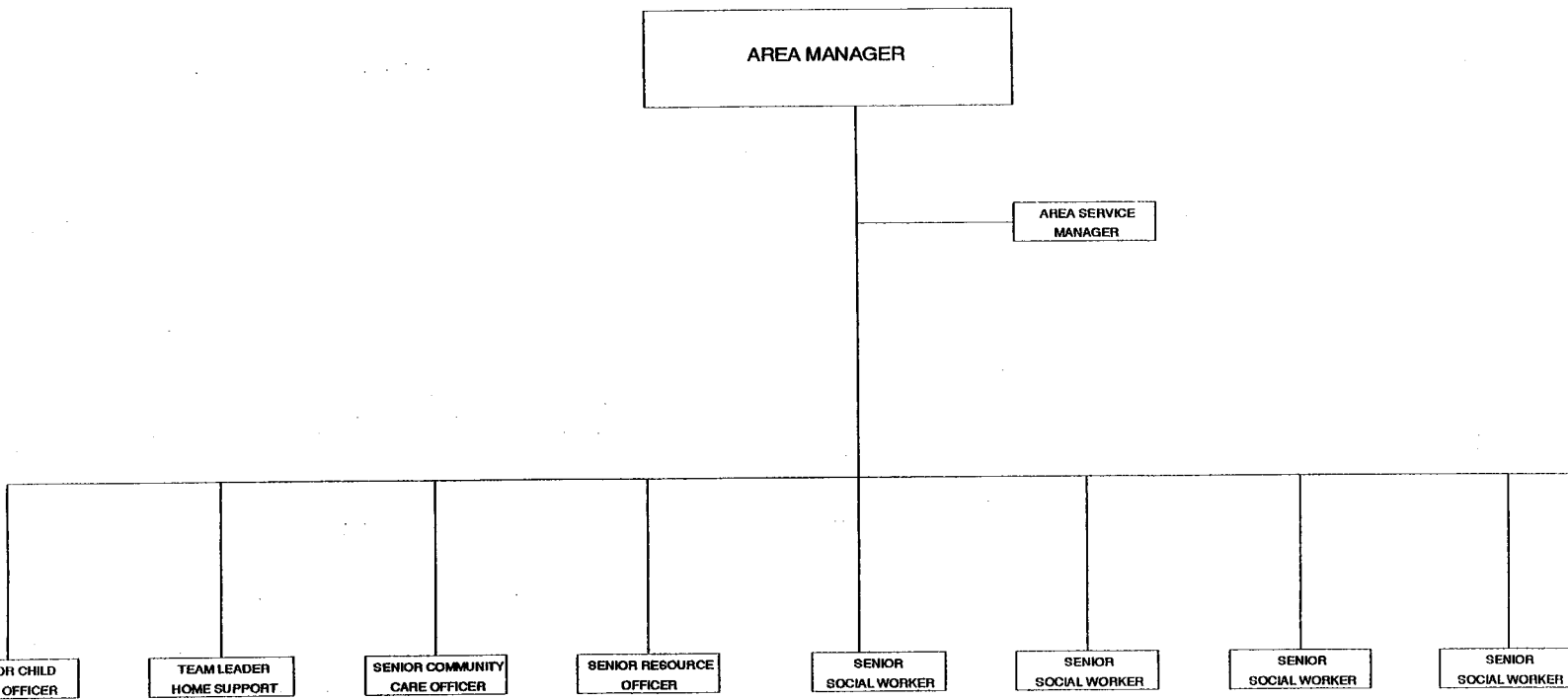
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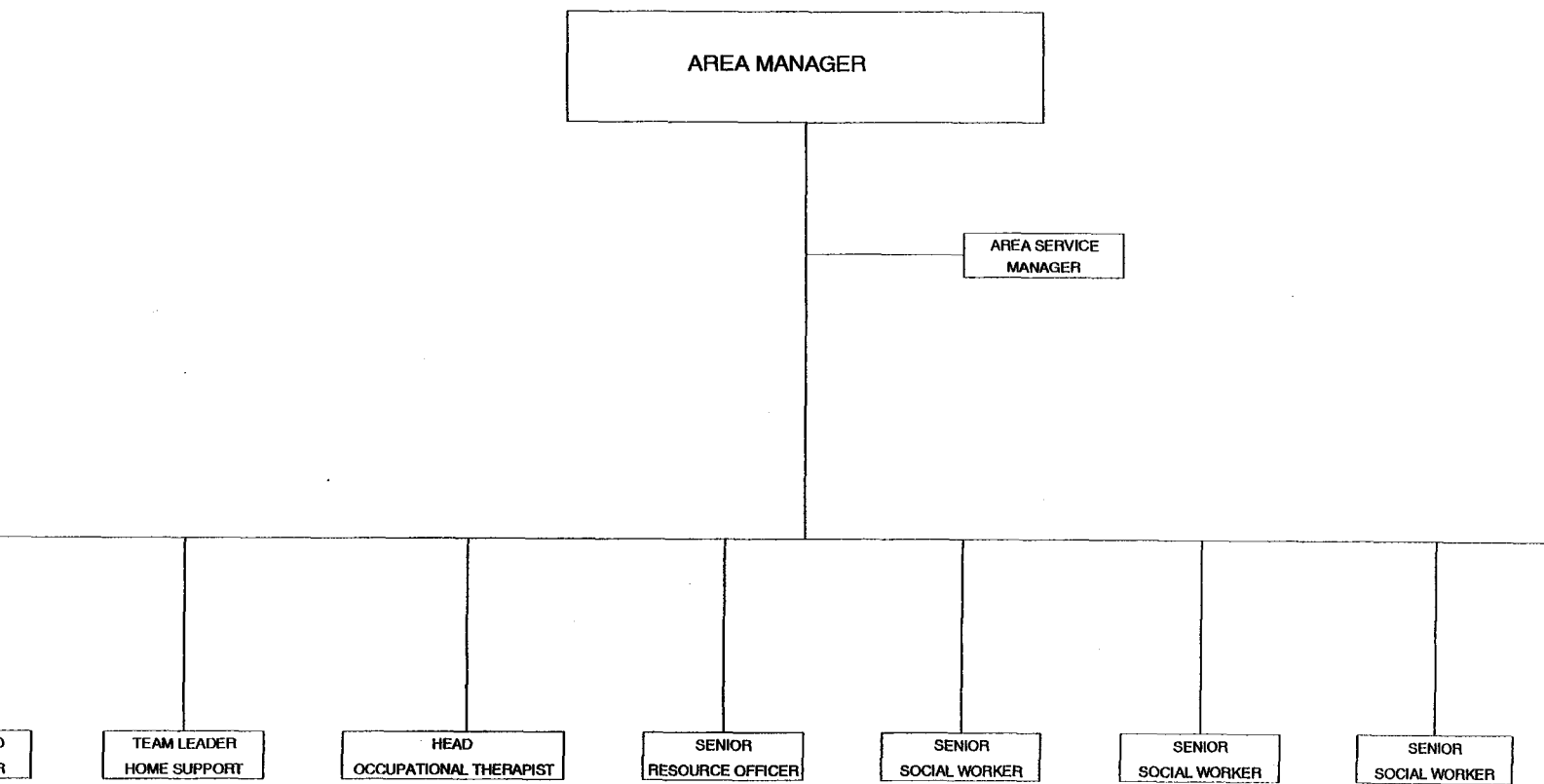
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E - COATBRIDGE AREA TEAM



URE - MOTHERWELL AREA TEAM



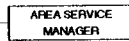
EXISTING STRUCTURE - WISHAW AREA TEAM

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7/20/2010

PO18



PO11

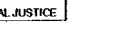
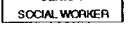
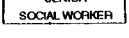
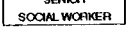
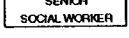
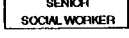
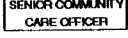
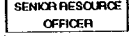
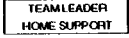
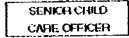


PO8

PO5

77

PO2



11

13

A

STRUCTURE

CES	DEVELOPMENT	SERVICES	CUMBERNAULD	AIRDRIE	COATBRIDGE	BELLSHILL	MOTHERWELL	WISHAW	TOTAL	SINGLE SALARY
	1	1							3	
									0	£40,820.0
	3	3	1	1	1	1	1	1	14	£37,150.0
									0	£33,900.0
			1	1	1	1	1	1	6	£31,600.0
	5	1							9	£29,460.0
	3	3							6	£27,350.0
									0	£26,220.0
	17	21	9	9	9	9	8	11	104	£25,140.0
									0	£21,990.0
			1	1	1	1	1	1	6	£13,630.0
	29	29	12	12	12	12	11	14	148	

STRUCTURE

CES	DEVELOPMENT	SERVICES	NORTH		CENTRAL		SOUTH		TOTAL	SINGLE SALARY
	1	1							3	
	1	1	1		1		1		6	£40,820.0
	2	3							5	£37,150.0
			2		2		2		6	£33,900.0
	1	4							8	£31,600.0
	3	4	1		1		1		12	£29,460.0
	1	4	4		4		4		19	£27,350.0
	4	5	14		15		17		55	£26,220.0
	8	12							31	£25,140.0
			2		2		2		6	£21,990.0
									0	£13,630.0
	21	34	24		25		27		151	

POSTS TO BE DELETED

DIFFERENCE