

Report of Head of Information Management and Technology

Report to Adult Social Care Directorate Leadership Team

Date: 18 September 2014

Subject: Approval of restructure and recruitment for Information Management and Technology Service

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report updates DDP on the consultation for the restructure of the IM&T service working to support partnership and enable the achievement of the Better lives outcomes of the Best Council Plan 2013-17.
2. A request to approve the proposal to move a team of Business Analysis staff from the Adult Social Care Programme Office on a permanent basis to the IM&T Service and that this team are included in the restructure.
3. The breadth of work to be delivered through these arrangements is defined in a portfolio plan.

Recommendations

4. The Director of Adult Social Services is requested to approve the move of the Business Analysts from the Programme Office to IM&T on a permanent basis and to include additional posts in the restructure

The Director of Adult Social Services is requested to approve the proposed structure and recruitment which supports key council objectives to support delivery of the Care Act, strategic and operational support for integration including integrated teams and support for a significant number of projects for the Better lives themes. The Head of Information Management and Technology will be responsible for the recruitment process which will be planned to be completed by December 2014.

1 Purpose of this report

- 1.1 This report details the consultation process and outcome of the restructure of IM&T and requests approval to recruit. Following a temporary move of a team of Business Analysts from the Programme Office into IM&T this report also makes proposals for approval to move this team into IM&T on a permanent basis.

2 Background information

- 2.1 This is a follow on decision from the DLT report on 15 May 2014 which approved consultation on structure proposals for the IM&T Service in Adult Social Care. This is a request for approval to recruit to the proposed structure and job descriptions following full staff and trade union consultation.
- 2.2 DLT approved a move of a team of Business Analysts from the Programme Office to IM&T on a temporary basis on 12 June 2014. This report requests approval to make this transfer permanent and to include the posts in the proposed restructure.

3 Main issues

- 3.1 Following the decision to allow consultation a full process has taken place outlined below.
- 3.2 During the consultation period Heads of IM&T have been appointed in other directorates and restructure proposals have been subject to a delegated decision for Environment and Housing directorate. City Development and Corporate and Central functions have yet to define full structure proposals but have identified Business Partner roles that are required. This has provided the opportunity to work across the council as a full IM&T Service and in working together on the whole structure proposals offers greater flexibility and opportunity to maximise slotting of staff across the council into job roles and to minimise stress and impact on operations.
- 3.3 The restructure proposals do not include the Information Knowledge Management of IM&T as this will be subject to a separate corporate review under the new IM&T arrangements. The previous report included the whole budget and posts associated. This report focuses solely on the posts and the associated budget which are being requested for approval to recruit.
- 3.4 The team of Business Analysts transferred into IM&T from 1 July 2014 and have quickly become a valued part of IM&T with significantly similar skills, knowledge and expertise. Details of the restructure and job descriptions have been shared with this staff team and they understand that business analysis is a significant part of the Business Partner role in IM&T and can see how they fit into the IM&T service of the future. In accordance with the principles of Better Business Management, and specifically to improve coordination and reduce duplication of effort from two such similar roles, it is proposed to include the resource transferred within the proposed Business Partner role and function.

3.5 It is proposed that the budget for the Business Analysis team transfers over to IM&T and that it is used to fund an additional 2 x PO6 Senior Business Partner posts and 3 x PO4 Business Partner posts within IM&T. The team of Business Analysts will be assimilated to these opportunities alongside other IM&T staff at these grades. A diagram showing the final proposed structure is shown as Appendix 1.

4 Corporate Considerations

4.6 Consultation and Engagement

4.6.1 A full consultation process has taken place with all affected staff in Adult Social Care IM&T together with Children's Services IM&T. This has included a joint full staff and Trade Union meeting, team meetings, and meetings with individuals who raised concerns which were fully addressed. Frequently asked questions have been updated and responses communicated. The team of Business Analysts have had team and individual meetings in relation to explaining the proposals.

4.7 Equality and Diversity / Cohesion and Integration

4.7.1 An Equality Impact Assessment has been completed and is attached as Appendix 2.

4.8 Council policies and City Priorities

4.8.1 The Best Council outcomes within the Best Council Plan 2013-17 are to improve the quality of life for our residents, particularly for those who are vulnerable or in poverty; make it easier for people to do business with us; and achieve the savings and efficiencies required to continue to deliver frontline services. Within the plan the Better Lives Programme aims are - helping local people with care and support needs to enjoy better lives. With a focus on: giving choice, helping people to stay living at home, joining up health and social care services and creating the right housing, care and support.

4.8.2 The IM&T function has a critical role to play not only in supporting the delivery of this approach within services, but also to ensure that appropriate technology is exploited to ensure the sustainability of the offer in the face of ever decreasing resources.

4.9 Resources and value for money

4.9.1 The proposed structure which includes the additional posts identified above will cost **£1,390k**. There is currently **£770k** base budget within the Information Management and Technology budget related to these posts and **£179k** with the Programme Management Office budget to fund this proposal. The remaining **£442k** will be funded through the capital investment known to be available until 2017 making these structure proposals affordable. Health and social care relies heavily on technology therefore there is a need to ensure that the necessary resource is readily available to exploit this funding for future delivery, although not in the social care base budget.

4.9.2 The current IM&T team has been funded in previous years by a mixture of base budget, capital supporting the implementation of CIS and health funding. The nature of work in IM&T is in delivering innovation to support system change and transformation through IT developments, which enable the growing and changing nature of social care. The Care Act and Health and Social Care integration rely on the successful delivery of significant technology programmes.

4.9.3 Capital funding available is:

- Investment has been approved by the Executive Board on 16 July 2014 to implement the technology changes required by the Care Act of £1.6m. Initial estimates of which identify £168k to directly fund staff within this restructure in 2015/16.
- Capital investment has been made available for councils to fund health and social care technology changes within the Better Care Fund an informatics programme has been identified of £965k for 2015/16 details of each project are yet to be defined.
- Leeds has placed a bid to the Integrated Digital Care Fund of £1,418,700 which if successful will be available to 2016/17.
- The plans to invest up to £25m capital in health and social care approved by the Executive Board include the development of a significant programme of technology change to support required in social care for the future. This funding will be planned for expenditure over the next 3 years.
- Funding is being agreed for the national work in IM&T for social care that Leeds is leading through the ADASS Information Management Group.
- Additional staffing costs for this proposed structure is £167,000 and it is anticipated that this will be funded through capital as outlined above. All decisions on capital funding have been or will be subject to key decisions, if appropriate.

4.9.4 The proposals include a different make up of grades from the current structure, maintaining strong leadership capability, delayering by reducing middle management and increasing lower levels posts.

Grade	Existing posts in IM&T	Existing Business Analysts	Total number of posts	Proposed posts	Difference
Dir 60%	1	-	1	1	0
Dir 45%	2	-	2	2	0
Dir 40%	1	-	1	0	-1
PO6	2	-	2	6	4
PO5	0	2	2	0	-2
PO4	9.41	1	10.41	10	-0.41
PO2	2	2	4	1	-3

SO2	6	-	6	5	-1
SO1	4.5	-	4.5	1	-3.5
C3	3	-	3	3	0
B3	0	-	0	2	2
Total	30.91	5	35.91	31	-4.91

4.10 Legal Implications, Access to Information and Call In

4.10.1 Legal advice has been sought. The additional expenditure for this staffing structure contained within this report is £167,000 and comes within the criteria of reporting the decision as a Significant Operational Decision. **Risk Management**

4.10.1 The Care Bill tight timescales and significant requirements require this level of staffing to succeed, without it the changes would not be able to take effect to government set timescales.

4.10.2 There is a risk in establishing all posts as permanent whilst a proportion of the funding is one-off and ad-hoc in nature. However, as outlined in 4.4 above there are currently sufficient funding streams available in the next 3 years to sustain this position with minimal risk. As funding streams and work priorities change ongoing careful review and monitoring will take place and further funding opportunities will be sought for investment to maintain this resource to support social care priorities in Leeds. In a worst case scenario, if funding levels are not achieved, staffing numbers would need to be reduced in the appropriate areas, however, as IM&T is being established across the council there are also opportunities to deploy staff flexibly between teams to work on other council priorities should there be insufficient funds to maintain this team in Adult Social Care.

5 Conclusions

5.1 These structure proposals as set out to enable and support the Better lives outcomes of partnership, efficiency and transformation through information and technology, and to enable the application of the council's digital strategy. Specific priorities being supported are the implications of the Care Act and the integration of health and social care

6 Recommendations

6.1 The Director of Adult Social Services is requested to approve the move of the Business Analysts from the Programme Office to IM&T on a permanent basis and to include additional posts in the restructure

6.2 The Director of Adult Social Services is requested to approve the proposed structure outlined and recruitment which supports key council objectives to support delivery of the Care Act, strategic and operational support for integration including integrated teams and support for a significant number of projects for the Better lives themes.

6.3 The Head of Information Management and Technology will be responsible for the recruitment process which will be completed by December 2014.

7 Background documents¹

7.1 Appendix 1 – Current structure diagram

7.2 Appendix 2 – New structure diagram

7.3 Appendix 3 – Equality Impact Assessment

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.