

Establishment of fixed term post: Head of Service – Integration

Date: 26 July 2022

Report of: Deputy Director for Social Work & Social Care Services

Report to: Director of Adults and Health

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

Adult Social Care is continuing to innovate and transform in order to provide better quality services, improve staff working conditions and improve efficiency. We have a number of change programmes underway:

- Establishment of a Transfer of Care hub
- Developing an integrated offer between SKILs reablement and Leeds Community Healthcare Trust Neighbourhood Teams
- An Intermediate Care services strategic review
- Creation of a Community Health and Well-being Service

This report proposes the creation of a 2-year part-time Head of Service post to take a lead on supporting transformation in social work and social care services as extra capacity is needed to support these developments

Recommendations

- a) To support the creation of a Head of Service Integration role at Dir 60 for a fixed period of 2 years for 3 days per week.
- b) To note that the role will report to the Deputy Director: Social Work and Social Care Services.
- c) To note that the funding for the temporary post will be met from within existing resources.

What is this report about?

1. Adult Social Care is continuing to innovate and transform in order to provide better quality services, improve staff working conditions and improve efficiency. We have a number of change programmes underway:
 - Establishment of a Transfer of Care hub
 - Developing an integrated offer between SkILs reablement and Leeds Community Healthcare Trust Neighbourhood Teams
 - An Intermediate Care services strategic review with service reconfiguration to follow
 - Creation of a Community Health and Well-being Service
2. Each of these programmes of work require significant input from Heads of Service and Service Delivery Managers to provide professional advice and input to ensure the services develop and deliver against their strategic aims.
3. The experience of the service is that there is not the senior management capacity to engage in these programmes to the degree and immediacy that is required. Staff are simply stretched too thinly. This report proposes the creation of an additional Head of Service at Dir 60 for 3 days hours per week for two years to provide much need additional capacity and leadership to support our development work. It is proposed to refer to this post as Head of Service for Integration. It will report to the Deputy Director for Social Work and Social Care Services.

What impact will this proposal have?

4. This post will create much-needed capacity to engage with and support the above-named development programmes for integrated services.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing Inclusive Growth Zero Carbon

5. It supports a key aim in the Health and Well-being strategy to develop the right care, in the right place, at the right time. The Community Health and Well-being Programme in particular aims to recruit local people into local care jobs, particularly those who are from our more deprived communities which is part of our Inclusive Growth strategy. Complementary to that is the desire to create as many “walking rounds” for home care services thereby reducing the carbon footprint of social care services.

What consultation and engagement has taken place?

Wards affected: None specific

Have ward members been consulted? Yes No

6. The Executive Member for Adult and Children Social Care and Health Partnerships has been consulted as have the trade unions, the details of the report have been shared with trade union representatives and a consultation meeting took place on 28 July 2022.

What are the resource implications?

7. The total cost of the role including on costs and equipment is £120,000 and can be met from within existing resources.

What are the key risks and how are they being managed?

8. A key risk is the ability to recruit to the role and in a timely way as many of the change programmes referred to are already underway. This role requires an experienced manager with direct experience of delivering change programmes in social care services and of delivering integrated services with the NHS. In order to attract the strongest possible field this post will be advertised externally.

What are the legal implications?

9. There are no specific legal implications

Options, timescales and measuring success

What other options were considered?

10. The service could try to manage within the existing capacity, but we know this is not viable. There are too many immediate operational demands that restrict the amount of time the current Heads of Service have to engage in service developments.

How will success be measured?

11. Success will be measured by the improved level of engagement achieved in change programmes and the pace at which those programmes are able to progress.

What is the timetable and who will be responsible for implementation?

12. The plan is to go out to recruitment in August and appoint by September 2022. The Deputy Director for Social Work and Social Care Services will be responsible for implementation.

Appendices

- Appendix 1 show the Job Description and Job Context Statement for this role.
- Equality Assessment.

Background papers

- None.