

**Report to:** Communities Scrutiny Committee

**Date of Meeting:** 23<sup>rd</sup> March 2017

**Lead Member/Officer:** Lead Member for Social Care (Adults and Children Services)  
Head of Community Services

**Report Author:** Service Manager Localities

**Title:** Managing Supporting Independent Living (SIL), Reablement and the Health & Social Care Support Worker Service (HSCSW) in Denbighshire

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**1. What is the report about?**

This report is an update on the progress so far to merge the Supporting Independent Living (SIL), Reablement and the Health & Social Care Support Worker Service.

**2. What is the reason for making this report?**

To provide information on the merger of the management function following the end of the consultation with all staff within scope.

To also provide information on indicators that will be used to measure services effectiveness in delivering outcomes once the new management structure is implemented from 1<sup>st</sup> April 2017.

**3. What are the Recommendations?**

That Members consider the contents of this report and comment as appropriate

**4. Report details**

**4.1 Background**

Community Support Services is committed to developing services that are responsive and accessible for citizens. It was felt that placing SIL, Reablement and the Health and Social Care Support Worker Service (HSCSW) under a new aligned management structure will allow for this to happen.

The intention is to develop a seamless service which offers an increased pool of skills by bringing together all elements, i.e. SIL, Reablement, HSCSW service.

The Supporting People programme is focussed on early intervention and prevention, which fits with the Reablement ethos and the core principles of the Social Care and Wellbeing Act.

From the citizen's perspective, they will be able to access the appropriate level of support for their needs from a single point of access. The new service will be outcomes focussed and delivered according to "what matters" to them.

The proposal will mean a reduction in management overhead costs.

## **4.2 The New Management Structure**

Following a robust consultation exercise the new management structure was confirmed at the end of January.

The new structure:

- Places the coordinator/ Team Manager in the Single Point of Access/ step down cluster.
- Merges the management of SILS, Reablement and HSCSWs
- Has Seniors based in each locality (North and South), with joint responsibility for a pool of staff (Reablers, SILs and HSCSWs).
- Delivers on our vision with BCU Health Board for cluster/patch based working, as each senior will be linked to a specific cluster in the locality they are based, with a named Occupational Therapist within that cluster, to provide the senior with professional support.
- Sees the addition of a Performance Manager lead to enable the Coordinator to have capacity to manage step down functions and undertake the mandatory registered manager role.
- Generates savings with the deletion of one grade 9 post.

Work is already underway in preparation for the implementation date of the 1<sup>st</sup> April 2017, with the Performance Manager lead taking the professional lead for supporting the smooth merger of two discrete services, leading on aspects of developing the identity of one service, defining and implementing performance management and quality assurance systems, which includes identifying those measures that will be used to judge the new structure's effectiveness in delivering better outcomes for citizens.

Indicators to measure the service effectiveness (yet to be firmed up) will include:

- Reduced overhead management costs with streamlining the management structure.
- By providing an integrated continuum of support, will maximise the opportunity to deliver a high quality service and potential to deliver / facilitate optimum levels of independence and well-being.
- Greater focus on the reablement approach and being part of Community Support Services will mean that the SIL element of the service will be in a stronger position to respond to demand and support more citizens, for example when the time is right citizens will be moved on to the most appropriate Community Based service, facilitated via closer links with Talking Points and our Community Navigators.
- An outcome focussed service

- The new service will have its own recognisable identity.
- Greater staff satisfaction and retention as there will be a clear career structure.
- Pooling a mix of staff (reablers/SILS and Health & Social Support Workers) will ensure a smoother and quicker transition for the citizen and the service.

**5. How does the decision contribute to the Corporate Priorities?**

This project will contribute to supporting Denbighshire's Corporate Plan 2012-2017 in the following areas:-

- a. Vulnerable people are protected and are able to live as independently as possible Ensuring access to good quality housing. This project plays a key role in contributing to the prevention of homelessness for vulnerable people

**6. What will it cost and how will it affect other services?**

Savings will be found in 2017/18 as a result of streamlining the management of these services.

**7. What are the main conclusions of the Well-being Impact Assessment?**

The proposals to merge the SIL and Reablement services have been included in the draft Supporting People Local Commissioning Plan for 2017/18. A Wellbeing Impact Assessment (WIA) was completed 5<sup>th</sup> October 2016 (this was the first one undertaken for the LCP). This identified that the Plan had a positive impact on five out of the seven wellbeing goals; the remaining two being neutral. In terms of sustainability, the Plan scored 15/24 – this may in part be influenced by the uncertainty surrounding SP Grant funding; however, the WIA will be revisited following any revisions made from Scrutiny members / SPPG / Cabinet feedback.

Service reviews/contract management throughout the year additionally ensure that any negative impacts can be identified and addressed.

An Equality Impact Assessment had also already been completed for the LCP in July 2016. This confirmed that SP services are accessed by all protected characteristic group; that every reasonable effort has been made to eliminate or reduce any potential disproportionate negative impact on those with protected characteristics, and that Supporting People will continue to monitor the impact of any changes made. The EqIA did not identify any detrimental impact brought about by the Plan on any protected characteristics.

The new management structure will see each of the three service areas remaining as they are, which would help in terms of performance monitoring, financial accountability and, most importantly, citizen understanding, but should facilitate greater integration between them, thus delivering an overall service of enhanced quality, at reduced overall cost.

**8. What consultations have been carried out with Scrutiny and others?**

The original proposal to merge SIL and Reablement was included within the Draft Supporting People Local Commissioning Plan 2017/18, which underwent an 8 week consultation period with a range of stakeholders. Additionally, a Supporting People Day was held in Rhyl Town Hall on 12th September 2016, with attendees including citizens and staff from a variety of stakeholder agencies.

The proposal was then presented to Scrutiny on the 27<sup>th</sup> October 2017 and was supported.

In relation to consulting on a new management structure for the merged service, a robust consultation exercise was undertaken with both SIL and Reablement Services and key stakeholders.

Based on all feedback and dialogue with staff within scope the original proposed structure was changed. We are now confident that we have the right structure to deliver on our vision for Community Support Services.

**9. Chief Finance Officer Statement**

Not required.

**10. What risks are there and is there anything we can do to reduce them?**

The main risk is that Supporting People Grant is reduced by more than expected in future years, creating a situation where further reductions to the SIL budget are made. The new management arrangements will reduce this risk but there may be a need to further reduce the number of hours of direct support provided.

There remains additional risks to all budgets due to the uncertainty of future funding streams.

**11. Power to make the Decision**

Section 7.4.1 of the Council's Constitution sets out Scrutiny committee powers with respect to policy development and review, whilst Section 7.4.2(b) details its powers with regards to reviewing the Council's performance in meeting policy objectives.

**12. Contact Officer:**

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