

The Vale of Glamorgan Council

Cabinet Meeting: 6 February, 2017

Report of the Leader and Cabinet Member for Housing, Social Care and Health

Senior Management Restructure - Social Services Directorate

Purpose of the Report

1. To seek Cabinet's agreement to changes to the senior management structure within the Social Services Directorate and the commencement of a recruitment process for the post of Director of Social Services.

Recommendations

1. That Cabinet Members approve an over-arching senior management structure for the Social Services Directorate based on the retention of a statutory Director of Social Services and three Heads of Service as set out in paragraphs 18-23 of this report.
2. That subject to 1 above, initial arrangements are put in place to recruit to the posts of the Director of Social Services and Head of Resources Management and Safeguarding (a new title to reflect changes to the role made in recent years) under the auspices of the Council's Senior Management Appointments Committee.
3. That the proposed grading of the post of Director of Social Services (as set out in paragraphs 24-30 of this report) is referred for approval by Council on the 9th February 2017 under the provisions of article 14.14 of the Council's Constitution (urgent decision procedure).
4. That subject to 1 above, Cabinet Members approve, in principle, changes to the Directorate's wider management structure as set out in paragraphs 31 to 46 of this report and as a basis for consultation with staff and the recognised trade unions.
5. That subject to 4 above, delegated authority is given to the Managing Director, in consultation with the Leader and Cabinet Member for Housing, Social Care and Health to implement the proposals as set out in paragraphs 31 to 46 of this report.
6. That a referral back to Cabinet is made only in the circumstances where there are substantive changes to the proposals in paragraphs 31 to 46 of this report and following the consultation process with staff and the trade unions.

Reasons for the Recommendations

1. To ensure that the senior management structure in the Social Services Directorate is sufficiently resilient to meet current and future service needs.

2. As 1 above.
3. To ensure compliance with the Local Authorities (Standing Orders) (Wales) Regulations 2014 and to allow a referral to Council on 9th February 2017.
4. As 1 above.
5. As 1 above.
6. As 1 above.

Background

2. The current senior management structure within the Directorate has been in place for a number of years, comprising the statutory role of Director of Social Services and three functional divisions. A copy of the existing structure is attached at [Appendix 1](#).
3. The structure has secured high levels of performance over recent years, providing effective leadership and corporate accountability, strategic capacity to shape services within the context of increasing demand and financial constraints and increasingly robust and reliable quality assurance and performance management arrangements.
4. Under the leadership of the Director of Social Services, the Council has ensured a strengthening of safeguarding arrangements, budget accountability, a skilled and resilient workforce, service improvement, the development of collaborative relationships with our local and regional partners and effective engagement with social care providers, professional bodies and regulators.
5. The challenges and demands of providing, commissioning and procuring safe and cost effective social care services continue to grow, however, as does the need to modernise services with an increased focus on prevention and enablement.
6. This report seeks to set out arrangements to ensure that the directorate is well placed to meet the demands and challenges of the next few years. The changes are, in themselves not considerable, can be accommodated without additional resource and have a direct impact on relatively few members of staff.
7. The support of Cabinet Members to the proposals will serve, however, to provide a more sustainable structure for the Directorate, with an emphasis on resilience and succession planning and a degree of certainty during what will be a year of transition.

Relevant Issues and Options

8. There are clearly a number of issues that have driven the need to review the management structure within the Social Services Directorate.
9. Significant factors include the increasing emphasis on reshaping services, the responsibilities set out in the Social Services and Well-being Act, the Regulation and Inspection of Social Care Act and the continuing focus on integrating service provisions across health and social care.
10. Members will be more than aware of the increased emphasis in Welsh Government policies on regional working, mandatory collaboration and service mergers. The details of the Welsh Government's much anticipated White Paper on Local Government Reform is expected imminently.
11. There are also some related internal issues that have affected current management arrangements and will need to be taken into account in the design of any new management structure. For example, uncertainty about the scale and pace of local

government reform has delayed recruitment to a number of key posts within the Directorate. Only four out of 11 senior posts are currently filled on a permanent basis.

12. The permanent post of Head of Business Management and Innovation is currently filled on an acting up basis; an arrangement that needs to be reviewed by the end of this financial year.
13. Whilst the above issues have created a degree of uncertainty, they also now give the Council the opportunity for review and for realigning roles and responsibilities within the senior management structure of the directorate.
14. Members may be aware that the current Director of Social Services has indicated his intention to retire during 2017 to enable a top down review of the Directorate and to facilitate effective succession planning arrangements.
15. The Director of Social Services is a statutory post and now one of only three director posts within the Council's Senior Management structure.
16. Although it will be important to ensure increasing alignment of Director roles with the Corporate Plan, it is not proposed that this would require a more fundamental review of the Corporate Management Team structure.
17. The appointment of a new Director of Social Services would coincide with a new administration after the May local government elections and so provide that administration with a long-term commitment in the delivery of its strategic aims.

Retention of three divisions within the senior management structure

18. Members will note that the proposals in this report are based on an overarching senior management structure which includes the retention of the statutory role of Director of Social Services and three Divisional Heads of Service.
19. The responsibilities for each of the three Heads of Service would continue to be differentiated as follows:-
 - Adult Services
 - Children's Services
 - Resource Management and Safeguarding (currently referred to as Business Management and Innovation)
20. The merits of the above tripartite structure have been examined at some length over recent months and these are felt to be the most appropriate arrangements to respond to the drivers and contextual issues as set out in paragraphs 8 to 17.
21. The structure has worked well over recent years, ensuring effective management of the workload and leadership within the Directorate, excellent service outcomes and a strong contribution to the corporate management of the Council.
22. If Cabinet approve the retention of this over-arching senior management structure then the immediate implications would be as set out below:-
 - The need to commence a recruitment process for the Director of Social Services post. This is discussed in detail in paragraphs 24 to 30
 - The need to commence a recruitment process for the established post of Head of Resource Management and Safeguarding. This would serve as a prelude to the more detailed restructuring proposals as set out in paragraphs 31 to 46.

- The retention of the post of Head of Adult Services and Locality Manager. Members will be aware that this is a jointly funded post with the University Health Board (UHB) which has brought extensive benefits for both the Council and the UHB.
 - The retention of the post of Head of Children and Young People Services. This postholder occupies a place within the management teams of both the Social Services and the Learning and Skills Directorates ensuring a coherent approach to family support, prevention and early intervention.
23. The arrangements as set out above will provide continuing stability and structure within the Directorate during what will be a transition period for the Council and a sound framework on which changes at the lower operational and team leader level can be shaped and implemented.

Succession Arrangements for Director of Social Services

24. As referenced in paragraph 14 above, the current Director of Social Services has indicated his intention to retire from service later in the calendar year in order that succession plans can be progressed in line with any new restructure.
25. The retirement of the current Director would require the commencement of a recruitment process under the auspices of the Council's Senior Management Appointments Committee and with a view to ensuring an effective transition.
26. Subject to the approval of Members of the Cabinet, it is proposed to commence the above arrangements as soon as practically possible.
27. Whilst there are no proposed and substantive changes to the statutory role of Director of Social Services, the recruitment process does now provide the opportunity to review the grading of the post in the context of the Council's Pay Policy and the wider Chief Officer grading scheme.
28. Members will be aware that the grading for the Director of Social Services post is set at Director Level 1 £101,535 to £110,024. It is proposed that this grade is deleted and that the Council's Director Level 2 grade (£88,964 to £98,848) is used for the Director of Social Services post. This will ensure parity with the grading of the Director of Learning and Skills and the Director of Environment and Housing.
29. The proposed change in grade has been discussed and verified with Hay Consultants in accordance with the requirements of the Council's Job Evaluation Policy for Chief Officers. The proposed change would be consistent with the median salary range for Directors across Welsh local authorities.
30. The approval of the proposed change to the grading of the Director of Social Services would need to be referred for determination to Council in line with the requirements of the Local Authorities (Standing Orders) (Wales) Regulations 2014.
31. In anticipation of the above, the proposed change in grading level has also been sent, for consultation purposes, to the Independent Remuneration Panel for Wales (IRP). This has been done in accordance with the relevant guidance issued under section 40 of the Localism Act 2011 and the requirements of the Council's Constitution. Confirmation that the IRP members are content with the proposals has been received and is set out in [Appendix 3](#).

Restructuring proposals at Operational Manager and Team Manager Level

32. The structural proposals as set out in paragraphs 18 to 23 above are presented for consideration and approval by Cabinet in order to set the framework for more detailed changes at the lower operational/senior officer levels within the Directorate.
33. With the exception of the grading issue for the Director of Social Services, the proposals do not change the grade or the substantive role of the three Head of Service posts and so do not need wider consultation with staff or the trade unions.
34. The proposals for change below Head of Service have been framed in anticipation of retaining the current tripartite management structure and following consultation with both the Corporate and Directorate Management Team.
35. In contrast to the issues set out in paragraphs 37 to 46, the proposals set out below are presented for preliminary consideration only and as a basis for more formal consultation with both staff and the unions during the coming months. Subject to the outcome of that consultation, it is then proposed that delegated authority is given to the Managing Director, in consultation with the Leader and Cabinet Member for Housing, Social Care and Health to implement the proposals as appropriate.
36. A referral back to Cabinet would, therefore only be necessary in the circumstances where there are substantive changes following the consultation process.
37. A copy of the structure chart which sets out the detail of these proposed changes is attached at [Appendix 2](#). A summary of the rationale and detail of the changes is set out below.

The Adults Services Division

38. The Adults Service Division has over recent years become increasingly dependent on interim and temporary arrangements within the management structure. This has been partly due to the challenge of sustaining the joint appointments with Cardiff and the uncertainty of local government reform.
39. Additionally, changes are needed at operational and team leader level to make the best use of resources, improve resilience and to accommodate changes in statutory requirements and responsibilities
40. The outline proposals for change within this Division are set out below:-
 - Appointment of Operational Manager covering mental health and learning disabilities
Members will be aware that the current structure has two joint Operational Manager posts, one hosted by this Council and one by Cardiff Council to cover mental health and learning disability respectively. It has been felt by both parties that this joint management arrangement has been premature and should be terminated, at least in the medium term. The arrangement will be cost neutral but will enable this Council to focus on locality operational working until greater integration with the NHS can be delivered.
 - Creation of a Business Support Manager across Long-term Care and Intake functions
This change is proposed to ensure more effective working arrangements and case transition between two crucial parts of the overall adult services referral, assessment and care pathway system. This change would require the expansion of the remit of a current established post with funding support from the Intermediate Care Fund.

- Strengthening the role of Residential Care Manager

Implementation of this proposal will provide improved oversight of the Council's residential services and the ability to position properly the significant 'Responsible Individual' requirements set out in the Regulation and Inspection of Social Care (Wales) Act 2016. The post will be funded through the deletion, review and re-creation of the existing Residential Care Manager post and indicatively evaluated at an Operational Manager level.

The Children's and Young People's Service Division

41. It is not proposed to make significant changes in the Children's Service Division. It is intended to retain the two Operational Managers within the structure but to realign reporting lines across these senior posts. The opportunity to progress this has now been presented due to the recent loss of one of those Operational Managers.

The Business Management and Innovation Division

42. As indicated above, the retention, review and strengthening of this Division will be important in responding to the increasing challenges around safeguarding, regional working, commissioning and contracting and the specific requirements of the Social Services and Well-being Act.
43. Although the Division is the smallest in terms of staffing numbers, it carries out a wide range of very diverse and specialist functions which involve close working with a range of corporate and other partners. Some of these functions and levels of responsibility are not reflected in current grades and have been hindered, in part, by difficulties in recruitment and dependency on temporary staffing arrangements.
44. The following proposed changes will help:
 - improve capacity in relation to social care commissioning and to do so increasingly on a regional basis
 - meet increasing expectations in relation to contract monitoring, particularly as the Directorate becomes more dependent on external providers
 - meet new legislative requirements for safeguarding adults to maintain the same high standard as currently in place within children's safeguarding
 - progress the current review of Community Care Finance
 - increase the pace of regional working in line with expectations around health and social care integration.
45. The most important change in this area will be the permanent recruitment to the Head of Service post as referred to earlier in this report. This post is currently filled on an 'acting up' basis until the end of March 2017. This will then, in turn, provide a focus for implementing the proposed changes as summarised below:-
 - Widening the remit of the Operational Manager for Safeguarding and Performance to include a greater focus on practice related and service user outcomes issues
 - Merging the currently separate posts of Business Support Manager and Community Care Finance Team Leader to create an Operational Manager (Commissioning and Information).

- Deleting the current Team Manager (Contracting and Finance Post) and, in its place creating a new Team Leader post with increased responsibilities for commissioning and service planning across the directorate.
 - Combining the functions of the current Performance Management and Innovation team within one team under one Team Manager.
 - Developing a new role of Practitioner Manager to include management of practice audits, citizens' engagement, carers support, complaints and policy development. This would allow additional capacity in the area of well-being outcomes as defined in the Social Services and Well-being Act.
46. The above proposals are set out for initial consideration by Members and as a basis for consultation with staff and the trade unions. The indicative resource implications are set out below.
47. A further report will be presented to Cabinet, as appropriate, setting out the outcomes of the consultation process, any substantive changes and an implementation plan.

Resource Implications (Financial and Employment)

48. The proposals set out in this report would see a saving of approximately £16k based on a comparison of the current budget and appointment to the new establishment.
49. The changes would have an impact upon a relatively small number of current staff and would be mitigated by the number of vacancies and interim arrangements within the Directorate at present.
50. The consultation process and response to any adverse impact on staff will be managed in accordance with the Council's Avoiding Redundancy Procedures.

Sustainability and Climate Change Implications

51. The new structure seeks to respond to the longer-term needs of the Directorate.

Legal Implications (to Include Human Rights Implications)

52. The Local Authorities (Standing Orders) (Wales) Regulations 2014 require the Full Council to determine or approve changes to the salaries of officers designated as Chief Officers within the definition of the Local Government and Housing Act.
53. Under section 145 of the Social Services and Well-being (Wales) Act 2014, Welsh Government has issued the Part 8 Code of Practice on the Role of the Director of Social Services. It sets out expectations in respect of: Governance and Accountability; Specific Functions in the Act; Workforce Development; Annual Report; and Competencies.

Crime and Disorder Implications

54. None identified.

Equal Opportunities Implications (to include Welsh Language issues)

55. Any selection process resulting from the proposals in this report will be managed in accordance with the Council's equality proofed recruitment and selection policy. Corporate/Service Objectives
56. The restructure seeks to support the delivery of service objectives set out in the Council's Corporate Plan and in the annual Director's Report.

Policy Framework and Budget

57. The issues within this report are largely a matter for determination by Cabinet except for the determination of grades as set out in recommendation 3 and which will need approval of Full Council on the 1 March 2017.

Consultation (including Ward Member Consultation)

58. The proposals in this report will be subject to consultation with staff and trade unions as set out in recommendation 4 of this report.

Relevant Scrutiny Committee

59. Corporate Performance and Resources

Background Papers

None

Contact Officer

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Officers Consulted

Corporate Management Team
Social Services Directorate Management Team
Head of Legal Services
Operational Manager - Human Resources

Responsible Officer:

Rob Thomas, Managing Director