

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

12th OCTOBER 2015

REPORT OF THE DIRECTOR OF SOCIAL SERVICES, HEALTH & HOUSING – MR N JARMAN

Matter for Decision

Wards Affected: all wards

Head of Community Care Services

1. Purpose of Report

- 1.1 To receive a report on the vacant post of Head of Community Care and Commissioning, to consider the options available, and to agree a way forward.

2. Background

- 2.1 Mrs Claire Marchant has advised the Council that she is resigning from her position as Head of Community Care and Commissioning with effect from 23rd October 2015 to take up a position as Chief Officer, Social Care & Health, in Monmouthshire Council.
- 2.2 The Transformation of Adult Social Care set against the Authority's financial challenges, as well as preparations to implement the Social Services and Wellbeing (Wales) Act 2014, represent big challenges for the Council. If major change is not achieved within the Community Care and Commissioning Service within the next 18 months, there will be significant consequences for the Council. It is therefore imperative with this level of change and transformation that appropriate management and leadership arrangements are in place, in order to not de-stabilise the change agenda.

3. Options

The available options are as follows:

Option 1

Advertise to appoint a Head of Community Care Services on a permanent or temporary basis.

Option 2

Restructure the management of SSHH and implement a Distributed Model of Leadership on an interim basis, until 31st May 2016, at which point a review of arrangements will be undertaken.

4. Consideration of available options

Given the background and context set out above, there are a number of key points for Members to consider in determining the available options:

4.1 Option 1

4.1.1 Welsh Government have brought to the Council's attention letters sent by the Minister for Public Services to Carmarthenshire and Ceredigion County Councils raising concern in relation to recent advertisements to appoint to senior posts on a permanent basis. The Minister makes reference to local government reorganisation and the provision within the Local Government (Wales) Bill 2015 to ensure local authorities manage resources and finances in a way which is conducive to the merger process, including matters relating to the appointment of senior staff. He goes on to state that when making senior appointments it is important that all of the options are explored before committing to a permanent appointment.

4.1.2 It is the view of the Director of Social Services, Health and Housing that there are not a great number of readily available replacements in Wales. A number of authorities in South Wales have recently found recruitment to senior posts in this area a real challenge. It is considered particularly unlikely that the Council will attract suitably qualified candidates if an appointment is advertised on a temporary basis.

4.2 Option 2

4.2.1 Given the consideration outlined in relation to Option 1, and the need to quickly confirm leadership and management arrangements to ensure the momentum of change continues, Members are asked to consider a Distributed Model of Leadership to ensure the service continues to deliver significant savings, change and of course, business as usual, to a very high standard. Given the scale of work that has already been undertaken, and the scale of the challenges still to be addressed, it will be extremely difficult for someone to come into the Council and pick up the reins as quickly as is needed.

4.2.2 It is proposed that this model will be an interim measure to May 2016, pending further review.

4.2.3. The Head of Community Care and Commissioning has responsibility for the following services: The Common Commissioning Unit, Home Care and Day Services, Direct Services, Learning Disability Services and Integrated Community Services, a joint service provided with Abertawe Bro Morgannwg University Health Board (ABMU).

4.2.4 The following arrangements are proposed:

- The Head of Business Strategy and Public Protection will assume responsibility for the Common Commissioning Unit on a permanent basis.
- The Operational Manager for Home Care and Day Services, the Principal Officer for Direct Services, and the Principal Officer for Learning Disability Services, will report directly to the Director of Social Services Health and Housing, on an interim basis to May 2016.
- “Pay and Rations” issues requiring Head of Service action, e.g. discipline, grievance etc, will be managed by the Head of Business Strategy and Public Protection on an interim basis to May 2016.
- An Interim ‘Acting Head of Integrated Community Services’ post will be created within ABMU to manage the integrated service across the Council and ABMU, on an interim basis to May 2016. The two Community Service Managers who currently report to the Head of Community Care and Commissioning, one an ABMU employee and one an NPT employee, will be invited to express interest in this interim acting up position. Their substantive post will be held vacant for the duration of the acting up arrangement. The successful applicant will be accountable to the ABMU Locality Director and the Director of Social Services, Health and Housing for delivering the Integrated Community Service to agreed performance standards.

5. Risk Management

As outlined in this report, delays in determining the management and leadership arrangements for the Community Care and Commissioning Service will cause uncertainty in the service, and potentially de-stabilise improvements achieved and developments underway.

6. Financial Impact

By not filling the Head of Community Care and Commissioning Service post for a period of 6 months, this will generate savings of approximately £50,000, offset against the additional costs of acting up arrangements, which will cost up to a maximum of £10,000 depending on which candidate is appointed.

7. Consultation

There is no requirement under the Constitution for external consultation on this item.

8. Equality Impact Assessment

Following a Screening Assessment on this matter, there is no requirement to carry out a full equality impact assessment.

9. Recommendation

It is RECOMMENDED that Members APPROVE the following:

- a) Responsibility for the Common Commissioning Unit will transfer to the Head of Business Strategy and Public Protection on a permanent basis.
- b) The Operational Manager for Home Care and Day Services, the Principal Officer for Direct Services, and the Principal Officer for Learning Disability Services, will report directly to the Director of Social Services Health and Housing, on an interim basis to May 2016.
- c) "Pay and Rations" issues requiring Head of Service action, e.g. discipline, grievance etc, will be managed by the Head of Business Strategy and Public Protection on an interim basis to May 2016.
- d) The two Community Service Managers will be asked to express interest in the 'Acting Head of Integrated Community Services' post, to be created on an interim basis within ABMU on an interim basis to May 2016, accountable to the ABMU Locality Director and the Director of Social Services, Health & Housing for delivery of the Integrated Community Service to agreed performance standards.

10. Reasons for Proposed Decision

The reason for this proposed decision is to ensure effective interim arrangements are in place to cover the management and leadership responsibilities of the Head of Community Care and Commissioning.

11. Implementation of Decision

It is proposed that the decision is for immediate implementation.

12. Appendices

None

13. List of Background Papers

None

14. Officer Contact

For further information on this report item, please contact Mr Nick Jarman, Director of Social Services, Health & Housing, at email address: n.jarman@npt.gov.uk