

Non-executive Urgent Action

PERSONNEL COMMITTEE

REPORT OF THE DIRECTOR OF SOCIAL SERVICES, HEALTH AND HOUSING – MR ANDREW JARRETT

MATTER FOR DECISION

WARD(S) AFFECTED: ALL

Restructure of Senior Management Arrangements in Social Services Health & Housing

Purpose of the Report

To seek Member approval for restructure proposals for the Social Services Health & Housing Directorate Senior Management Team as set out in this report.

Executive Summary

Background

Following the resignation of the Head of Adult Services in February 2016, the Head of Children and Young People's Services and the Head of Commissioning and Support Services, both having considerable experience at Head of Service level, covered the vacancy between them for a period of 15 months, pending a more substantive review of management arrangements.

In July 2017 then, Members approved a senior management structure for Social Services, Health and Housing. The vacant Head of Adult Services post was deleted. The Head of Children and Young People's Services was re-designated Head of Social Work Services and the Head of Commissioning and Support Services was re-designated Head of Commissioning, Support and Direct Services. In addition, the Principal Officer level was strengthened in order to mitigate against the reduction at Head of Service level.

In December the incumbent Head of Social Work Services was promoted to Director of Social Services, Health & Housing. The vacant Head of Social Work Services post has been advertised on a national basis, with market supplement, and whilst 5 applicants applied for the post, none possess the necessary experience at Head of Service level across both Children and Adult services to be considered for this very important job. Members therefore took the decision not to progress further with the recruitment to this post.

Options

Option 1

Re-advertise the Head of Social Work Services, in the hope that a suitably qualified and experienced candidate may present.

Option 2

Seek a suitably qualified and experienced Interim to cover the post of Head of Social Work Services.

Option 3

Restructure the senior management arrangements, in order to create jobs that can be more readily appointed to.

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:

If the Council were to advertise again, it will take a minimum of 3 – 4 months to establish if any suitably qualified and experienced candidates are available. However, it is the view of the Director of Social Services, Health and Housing that there are not a great number of readily available replacements within the UK.

It is considered particularly unlikely that the Council will attract suitably qualified candidates if an appointment is advertised on a temporary basis. Furthermore, delays in determining the management and leadership arrangements will cause uncertainty in the service, and potentially de-stabilise improvements achieved and developments underway.

It is the view of the Director of Social Services, Health & Housing that by restructuring the senior management team, splitting responsibilities across three Heads of Service posts instead of two, it is more likely that suitably qualified and experienced candidates will be available. There is some potential to recruit to at least one post internally.

There have been clear benefits to the closer working relationship between Children and Adult services within the Directorate, and it is important that planning and strategy continue to come together in the best interest of the people of Neath Port Talbot. The Director therefore will determine how services are configured below Heads of Service level in order to maintain this cohesive approach.

Consultation will take place with Trade Unions and staff affected by these changes. No member of staff will be at risk of redundancy as a result of these proposals. Some further restructuring may be required when Heads of Service have been appointed and had sufficient time to review existing structure. Any further proposals for change will be reported to Members at Personnel Committee for appropriate decision making.

Financial Impact

The proposed changes will cost an additional £22700 in the first year, this will be funded from the existing Social Services Budget by increasing the vacancy target. This requires savings from staff vacancies throughout the directorate.

The financial appraisal is attached as Appendix 1.

Equality Impact Assessment

There is no requirement to carry out an equality impact assessment on this proposal.

Workforce Impacts

No member of staff will be displaced as a result of these proposals.

Proposal

It is proposed to:

- Delete the Head of Social Work Services.
- Create a Head of Children and Young People's Services and a Head of Adult Services.
- Advertise for the Head of Children and Young People's Services on an internal basis.
- Advertise for the Head of Adult Services on an external basis.
- It is proposed that the Director of Social Services Health and Housing is given delegated authority to determine the portfolio for each Head of Service within his directorate, in consultation with relevant postholders.

Legal Impacts

There are no legal impacts associated with this report.

Risk Management

Employment policies have been complied with therefore minimising any risks associated with these changes.

Consultation

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

Recommendation

It is recommended that Members approve the restructure proposals for the Social Services Health & Housing Directorate Senior Management Team as set out above.

Reason for Proposed Decision

To ensure effective Senior Management arrangements are in place in Social Services, Health and Housing.

Appendices

Appendix 1

Financial Appraisal

Appendix 2

Structure Charts Current

Appendix 3

Equality Impact Assessment

Officer Contact

Andrew Jarrett

Director of Social Services, Health and Housing

Email: a.jarrett@npt.gov.uk

Tel: 01639 763279

FINANCIAL APPRAISAL – Senior Management Arrangements

APPENDIX 1

POST / POSTHOLDER	PROPOSED CHANGE (New Post / Delete / Regrade)	PAY SCALES		ANNUAL COSTS	
		Current	Proposed	This Year	Maximum
Head of Social Work Services	Delete	HOS25		-114,751	-114,751
Head of Community Care (residual budget)	Delete	HOS16-20		-57,451	-67,299
Head of Children’s and Young People’s Services	New		HOS16-20	97,451	107,299
Head of Adult Services	New		HOS16-20	97,451	107,299
		Total		£22,700	£32,548

Financial Implications**APPENDIX 2****SET UP COSTS:**

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Recruitment Costs		0
Accommodation Costs		
Office Costs		
I.T.		
Other (Specify)		
Total Set Up Costs	0.00	0
<u>Funding of Set Up Costs</u>		
Revenue Budget		
Reserves		
Special Grant:		
Other (Specify)		
Total Funding of Set Up Costs	0.00	0

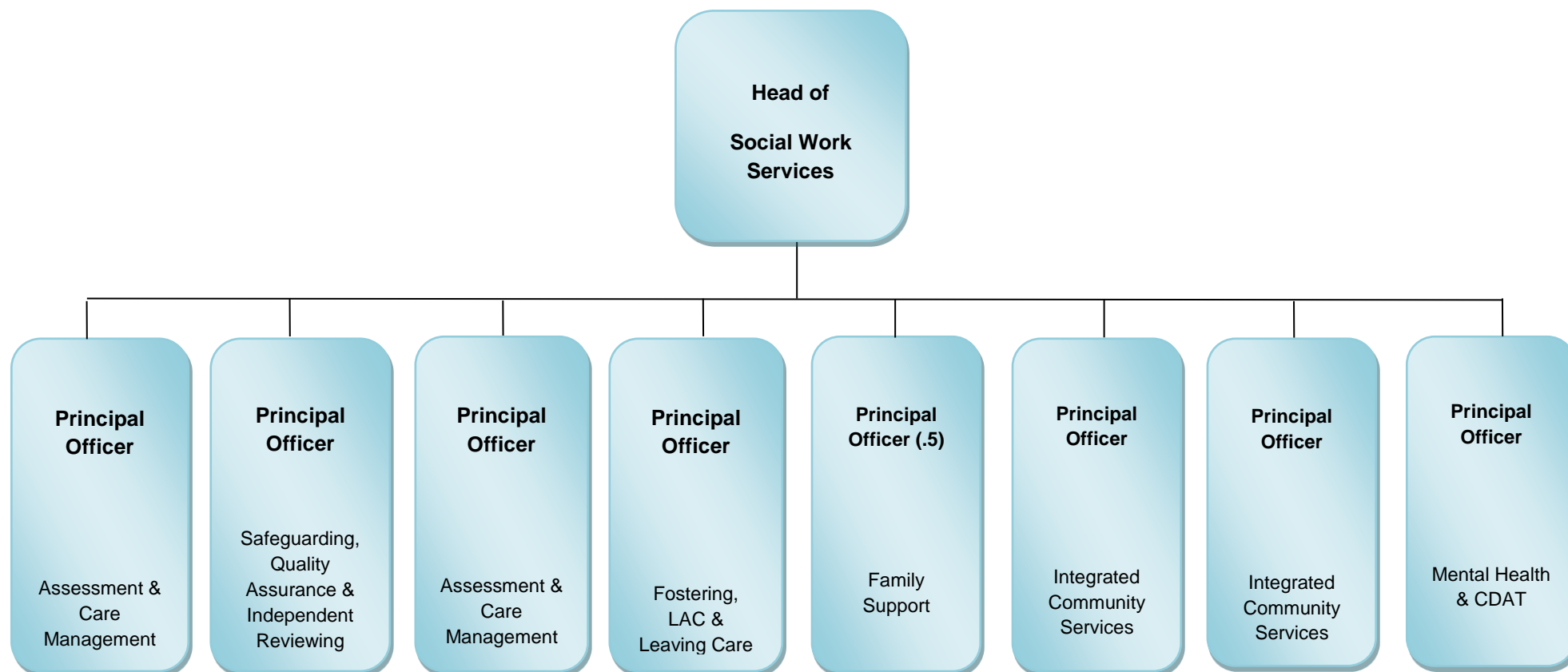
RECURRING COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Employee Costs (Financial Appraisal Statement)		
> Starting Salary	22,700	
> Additional cost at Maximum Salary		32,548
Employee Training & Seminars		
Accommodation Running Costs		
Travel & Subsistence (Standby Allowance)		
Other Running Costs - Office Supplies		
Other Running Costs - Printing & Literature		
Other Running Costs - IT.		

Total Recurring Costs	22,700	32,548
<u>Funding of Recurring Costs</u>		
<u>External Sources</u>		
Specific Grant:		
Funding from External Agencies		
Service Level Agreement		
Other (Specify)		
<u>Internal Sources</u>		
HRA		
Existing Budget Allocation	22,700	32,548
Additional Guideline Allocation		
Other (specify) :		
Total Funds Available	22,700	32,548
Refer to this statement in the report's section on Financial Appraisal.		

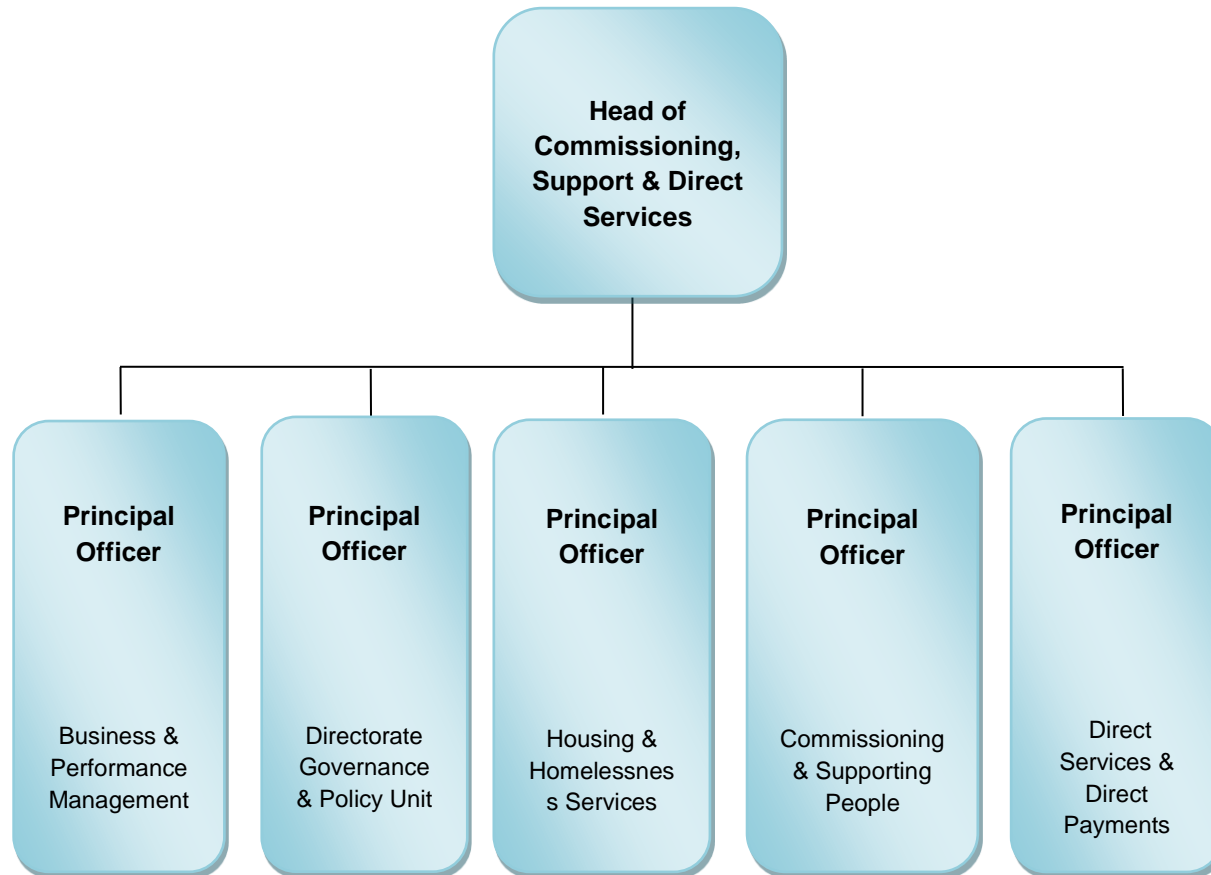
Current Management Structure

Social Work Services



Current Management Structure

Commissioning, Support and Direct Services



Equality Impact Assessment Screening Form

Please ensure that you refer to the Draft Screening Form Guidance while completing this form. If you would like further guidance please contact Corporate Strategy or your directorate Heads of Service Equality Group Champion.

Section 1

What service area and directorate are you from?

Service Area: Adults, Children and Young People, commissioning, Support and Direct Services

Directorate: Social Services, Health and Housing

Q1(a) What are you screening for relevance?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(b) Please name and describe below

Redesign of Senior Management arrangements for the Social Services, Health and Housing Directorate.

Q2(a) What does Q1a relate to?

Direct front line
service delivery

(H)

Indirect front line
service delivery

x (M)

Indirect back room
service delivery

(L)

(b) Do your customers/clients access this service...?

Because they
need to

X (H)

Because they
want to

(M)

Because it is
automatically provided to
everyone in NPT

(M)

On an internal
basis
i.e. Staff

(L)

Q3 What is the potential impact on the following protected characteristics?

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Age	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
Welsh language	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>

Q4(a) How visible is this service/function/policy/procedure/ project/strategy to the general public?

High visibility to general public

X(H)

Medium visibility to general public

(M)

Low visibility to general public

(L)

(b) What is the potential risk to the council's reputation? (Consider the following impacts – legal, financial, political, media, public perception etc...)

High risk to reputation

(H)

Medium risk to reputation

X (M)

Low risk to reputation

(L)

Q5 How did you score?

Please tick the relevant box

MOSTLY H and/or M → **HIGH PRIORITY** → **EIA to be completed**
Please go to Section 2

MOSTLY L → **LOW PRIORITY / NOT RELEVANT** → **Do not complete EIA**
Please go to Q6 followed by Section 2

Q6 If after completing the EIA screening process you determine that this service/function/policy/project is not relevant for an EIA you must provide adequate explanation below (Please use additional pages if necessary).

A Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this service/function does not require an Equality Impact Assessment as the impacts of the proposed changes to the Senior Management Structure of the Social Services, Health and Housing Directorate affect internal reporting lines only.

The proposed changes affect management reporting lines at senior level and have limited impacts on direct front line services offered, therefore the above assessments and scoring was identified as low risk to the public/customers of the authority because this group is likely to be affected by the initiative in a small way. Current services offered within the directorate will remain unchanged as a result of the adoption of the redesign proposal.

Section 2

Screener- This to be completed by the person responsible for completing this screening
Name: Karen Holt
Location: HR Manager, The Quays
Telephone Number: 01639 763406
Date: 28/02/18
Approval by Head of Service
Name:
Position:
Date:

Please ensure this completed form is filed appropriately within your directorate because it may be required as evidence should a legal challenge be made regarding compliance with the Equality Act 2010.