
Senior Management Arrangements: *Committee Briefing*

Purpose of Report

1. Following the Committee's Work Programing Forum for 2020-21, Members requested to receive a verbal briefing on recent proposals to Senior Management Arrangements for the areas which pertain to Adult Social Services and Communities and Housing.
2. In particular, Members wished for the opportunity to seek clarity on relevant proposals and to include:
 - The Cabinet Members' who report to this Committee, perspective on the proposals;
 - How the proposals for services related to this Committee are envisaged to work in practice;

Background

3. The 'Senior Management Arrangements' report, which was taken to the Council's Policy Review and Performance Committee in September 2020 prior to Cabinet consideration takes the opportunity provided by the recent resignation of the Director of Social Services, to re-orientate senior management arrangements to present needs. It puts forward for consultation specific proposals relating to the shape and structure of the senior management team in the Social Services, and Communities & Housing area (along with other proposals outside of this Committee's terms of reference). These proposals, if agreed by Cabinet, would then be consulted on with the employees and trade unions concerned.

4. In summary, the Cabinet Report considered in September 2020 recommended to:
- Approve the Chief Executive's proposal to transfer the responsibilities and title of the statutory director of social services to the Corporate Director, People and Communities, following the departure of the existing Director of Social Services;
 - Approve the proposed remodelling of the Senior Management Team on a provisional basis subject to the outcome of the consultation process;
 - Approve a consultation period on the proposed model to commence immediately following Cabinet approval;
 - Receive a further report in October which will provide confirmation of the model proposed and the process for change taking account of issues raised during the consultation process;
 - Delegate authority to the Head of Paid Service in consultation with the Leader and Cabinet Members to realign managers and support staff to the remodelled structure.

Members are to note that the proposals which pertain to service areas under this Committee's remit (Adult, Housing & Community service) are:

- The designation of statutory Director of Social Services be allocated to the Corporate Director, People & Communities;
- Deletion of the posts of Director of Social Services; and, to note: Assistant Director, Children's Services;
- Establishment of two new social service posts: Director for Adults, Housing and Communities; and, to note, Director of Children's Services

5. The Cabinet Report is attached to this Report at **Appendix A. Appendix 1** provides a diagram of the current Senior Management Structure, while **Appendix 2** features a diagram based on the proposed Senior Management Structure.

Corporate Director, People & Communities

6. In September 2017 Cabinet considered and approved a number of senior management changes in line with the Capital Ambition statement. In relation to the integration of Social Care, Health and Housing services, this was underpinned by the Council's commitment to work "*across the public services in order to deliver lasting solutions to complex problems*". The Council and partners needed to adopt a whole system approach with a range of service interventions co-ordinated and aligned to meet specific needs at the right time and in the right place. This reflected growing demands across social services; including the demand pressures and costs arising from an ageing population.

7. The new role of Corporate Director, People and Communities was created with a clear set of reporting and accountability arrangements established to support the statutory responsibilities of the Director of Social Services, but also to ensure that the Council's Social Services agenda was strengthened by effective cross-council working, with the further development of preventative services and interventions, as well as accommodation solutions for the city's most vulnerable citizens.

8. Subsequently, good progress in the development of a more integrated approach has been achieved in a number of areas of activity including:
 - The Independent Living Service, located within Housing and Communities, continues to provide joined up services for older people, ensuring that the service has been able to meet the needs of nearly 80% of clients without the need for social care. It has recently extended its provision with the development of the "Get Me Home" service operating out of the UHW, ensuring that "wrap around" community services are in place to achieve a timely discharge from hospital.
 - The Multi-disciplinary Outreach Team for rough sleepers and vulnerable homeless people has demonstrated how joint working across services boundaries can meet complex needs. This team, also co-ordinated through Housing and Communities, brings together housing, adult social services, mental and primary health services and third sector services, to meet the very specialist needs of this client group. Before lockdown the work of this team had reduced the numbers rough sleeping from more than 80 to 30 individuals and this service has

continued to develop and expand during the crisis, helping more clients than ever before to access services.

9. The Cabinet report explains that the creation of the Corporate Director post has been pivotal in delivering initiatives set out above, enabling the post-holder to cut across professional and service silos to deliver positive outcomes for vulnerable people. It is proposed that the opportunities afforded by this approach should now be extended with the responsibilities of the Statutory Director of Social Services being assumed by the Corporate Director, People & Communities without changes to the post-holder's terms and conditions.

10. The Welsh Government's Code of Practice on the Role of Statutory Director of Social Services is clear on the accountabilities of the role. The statutory director must *inter alia*:
 - *“have a sufficient level of seniority to discharge the authority's social services functions and deliver their accountabilities”*;
 - *“provide effective service and performance management, a clear sense of strategic direction and professional leadership for staff and services; foster effective joint working relationships both within and outside the local authority, including formal integrated arrangements with health boards; and drive delivery of improved outcomes for people”*;
 - *“ensure the head of paid service, executive and councillors have access to the best, up-to-date professional advice and information on all aspects of care and support services”*.

11. Importantly, the proposal has the merit of simplifying the accountability framework for Social Services at a time when Children's and Adults' services are continuing to implement significant changes, and opens up possibilities to reshape the senior management team in social services as a whole, in accordance with the emphasis placed on cross-service working to deliver better outcomes for vulnerable citizens. It is proposed that the responsibilities of statutory director should be transferred to the Corporate Director, People & Communities, immediately following the departure of the current Director of Social Services at the end of September 2020.

Senior Management Arrangements for Adult's and Housing Services

12. The Cabinet Report sets out two changes that relate to Adult Social Services and Housing and Communities. First, the transfer of the statutory role of Director of Social Services to the Corporate Director.
13. Secondly, following on from recent work in developing a joined up early intervention and preventative approach, it is proposed that a new role of Director, Adults, Housing and Communities is established. The Assistant Director, Adults Services, and Assistant Director, Housing and Communities would report directly to this post enabling unified joint assessment of need for accommodation and support services and a service that is integrated in both planning and delivery.
14. The new Director, Adults, Housing & Communities will be tasked with building on the joined up and customer focused services that have been developed to date, achieving this by further aligning services within the existing gateways and also by applying this learning and approach to other services such as mental health and learning disabilities. Strengthening of the management structure within the current Housing and Communities Services will take place to ensure robust arrangements are in place at an operational level.

Process for Decision

15. The Cabinet report explains that there are a number of stages that will need to be completed in order to make changes to the current senior management structure, and these have been added to by the Standing Orders (Wales) Amendment Regulations 2014. The stages that are now required to be followed are:
 - This report to Cabinet with recommendation to agree to the consultation process being undertaken;
 - Consultation with individuals and Trade Unions by Chief Executive;
 - Final proposal to Cabinet by Chief Executive to include feedback from all consultations in October 2020. The recommendation will be to approve the revised structure, and recommend to Council that the vacant roles over £100,000 are advertised for recruitment.

- Report to Council, October 2020, to consider and be recommended to approve, the recruitment to the two new Director posts.

Scope of Scrutiny

16. The scope of this scrutiny is for Members to receive a verbal brief on the proposals relating to areas within this Committees remit, providing Members with an opportunity to seek clarity.

Way Forward

17. The Chief Executive will be present to provide Committee Members with a verbal update on the proposals pertaining to this Committee. Councillor Lynda Thorne, Cabinet Member for Housing & Communities and Cllr Susan Elsmore, Cabinet Member for Social Care, Health & Well-being may also wish to make a statement providing their views on the proposals.

Legal Implications

The Scrutiny Committee is empowered to enquire, consider, review and Recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. Consider the information provided in this report, its Appendices and information received at the meeting;
- ii. Decide whether it wishes to relay any comments or observations to the Cabinet.

DAVINA FIORE

Director of Governance and Legal Services

5 Oct 2020