

TITLE	Restructuring staffing at Tier 2 in People Services
FOR CONSIDERATION BY	Personnel Board on 19 June 2018
WARD	None Specific
DIRECTOR	Chief Executive - Interim Manjeet Gill

OUTCOME / BENEFITS TO THE COMMUNITY

The safe delivery of our statutory DASS and DCS duties

RECOMMENDATION

Personnel Board are asked to note the proposed restructure separating out the statutory duties of Director of Children's Services and Director of Adult Services (DASS) and:

- 1) Agree the job description for the Director of Children's Services
- 2) Agree the Summary of Accountabilities for the shared Director of Adult Services (DASS);
- 3) Subject to approval of the supplementary estimate, agree the revised salary recommendation for Director of Children's Services;
- 4) Subject to approval of the supplementary estimate, agree the revised salary recommendation for the shared DASS.

SUMMARY OF REPORT

The Director of People Services post has been in our tier 2 structure since 1 November 2016. With the current vacant situation, consideration has been given to whether the best option is to replace like with like, or to consider alternative structures and/or delivery models.

The decision has been made to separate out these 2 statutory roles, with the Director of Adult Services to be a shared role with the Royal Borough of Windsor & Maidenhead, employed by them, for a trial period of 9 months. Personnel Board are asked to agree the revised Job Description and the salary for the Director of Children's Services and the scope of the Wokingham DASS responsibilities in the shared agreement with the Royal Borough of Windsor & Maidenhead, together with the salary proposal, of which we will pay 50%.

Background

In line with constitutional requirements, The Leader of the Council and Head of Paid Service, after consultation have decided to separate out the Director People Services into 2 roles, the Director, Children's Services (DCS) and Director, Adult Services (DASS). Further, that for a trial period of 9 months that the DASS responsibilities are incorporated into a shared role, hosted by the Royal Borough of Windsor and Maidenhead. As a result new job descriptions/role accountabilities are required and a review of the market salary requirements for these roles has been undertaken.

Analysis of Issues

Reason for change

The Director of People Services post has been in our tier 2 structure since 1 November 2016. With the current vacant situation, consideration has been given to whether the best option is to replace like with like, or to consider alternative structures and/or delivery models. Evidence that informs this report are discussions that have taken place internally and externally with:

- Neighbouring councils especially RBWM
- Chief Executive of Clinical Commissioning Group
- Assistant Directors for Children and Adults
- Interim People Services Director
- Independent LGA advisor (associate) on Social services and People Services
- Elected Members – Leader and Adult and Children's Services portfolio holders
- Corporate Leadership team

Adults Social Care and Children's Social Care are two of the Council's biggest and high profile services. They both carry immense risk in terms of assuring:

- Safety of vulnerable adults and children
- Quality of care in terms of complex outcomes in partnership
- Quality of services and nature of varied demand from Home to School Transport, Special Needs to Child Protection
- Efficiency, value for money and budgetary control of services where demand is complex and subject to many external factors difficult to control
- Compliance with standards of Ofsted and CQC

All these factors require the management and leadership skills that enable:

- Direction and leadership that is collaborative, innovative and commercial in designing and delivering the risks outlined
- Experience and technical understanding of the diverse range of services and how they are improved
- The ability and capacity to engage with a range of stakeholders for agendas such as joint commissioning and delivery, as well
- Influencing stakeholders such as independent schools in ensuring a sense of coherency to overall schools' strategy for the area

- Includes influencing strategies such as community safety – vital for SEND, Neglect, Safeguarding and Child Protection areas

As well as considering our own structure to deliver the above, it is necessary to explore shared services to enable resilience (expertise) as well as to live within budgetary constraints as a small unitary council.

The decision to change has been based on an appraisal of all options and the key factors for the proposed recommendation are:

- Level and scale of change and improvement requiring leadership authority, capacity and specialist experience of delivery in Adults and Children
- A situational approach based on current experience of a People's role, retention of key staff and establishing good governance for Optalis and other partnerships such as BW10, WISP1, Safeguarding Boards etc.
- Willingness of partners to engage in further shared services including joint commissioning subject to appropriate business cases that need leadership capacity, experience and authority
- Value for money, efficiency and budget constraints especially for a small unitary in terms of scale

The Council has tested the People Services Director model and this proposal makes the most of learning from the vision developed and building on the joint commissioning and quality assurance leadership roles at Assistant Director levels.

The scale of the change and improvements that now are needed requires separate Directors of Children and Adults posts.

In the first instance to assist us with delivering a project to determine what more we transfer to Optalis and how we performance manage and develop Optalis, we have a trial of a shared DASS for nine months with the Royal Borough of Windsor & Maidenhead.

At the end of the nine months, we would have a review of based upon agreed success criteria which still need to be developed and agree to either:

- Confirm this model as the preferred way forward
- Revert to a structure within Wokingham that has both a Director of Children's Services and a Director of Adults Services at tier 2.

Job Descriptions

Appendix 1 is the proposed new Job Description for the Director, Children's Services. The job description continues to be aligned to the Corporate Competency Framework and the other members of the Corporate Leadership team to ensure a cohesive approach to delivering the Council Plan and priorities and Personnel Board are asked to review and approve this updated Job Description.

Appendix 2 is the agreement with Royal Borough of Windsor and Maidenhead for the Shared DASS. Schedule 1 details the accountabilities this role will have in executing its duties on behalf of Wokingham Borough Council. These are described as laid down in the statutory guidance provided by the Association of Directors of Adult Social Services

(ADASS), https://www.adass.org.uk/media/6002/adass-advice-note-director-of-adult-social-services_roles-and-responsibilities.pdf

Salary Benchmarking

Appendix 3 provides the market data for salaries for Directors of Children’s and Adult Services in Unitary Authorities in the South East. This would indicate while we are at the top end of the salary scales for Adult Services, our current spot pay rate for Director, Children’s Services is at the bottom end. However the DASS role is to have joint responsibility for 2 Unitary Authorities and this commands a higher salary. It is therefore recommended that we:

- 1) Advertise the role of Director of Children’s Services with a salary range of £112,695 to £120,000 with performance related pay, aligned to the other Directors.
- 2) Agree to a salary of £120,000 for the Shared DASS. However, if the trial is unsuccessful then it the salary reverts to our current spot rate of £112,695 plus PRP

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	DCS £6,200 DASS £61,380	No - £67,580	Revenue
Next Financial Year (Year 2)	DCS £12,400 DASS £81,840 subject to successful shared pilot, £151,280 if not	No - £94,240	Revenue
Following Financial Year (Year 3)	DCS £12,400 DASS £81,840 subject to successful shared pilot, £151,280	No - £94,240	Revenue

Other financial information relevant to the Recommendation/Decision

Year 2 & 3 estimates subject to successful pilot. If not then the cost will be £163,680 and a further supplementary estimate of £69,940

Cross-Council Implications

n/a

Reasons for considering the report in Part 2
Appendix 2 – financial information

List of Background Papers
Appendix 1 Job Description for Director, Children’s Services Appendix 2 Draft agreement for Shared DASS with RBWM Appendix 3 Market Data for DASS and DCS salaries in Unitary authorities in the South East

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