

TITLE	Shared DASS with Royal Borough of Windsor & Maidenhead
FOR CONSIDERATION BY	Council on 19 July 2018
WARD	None Specific
DIRECTOR	Chief Executive - Interim Manjeet Gill

OUTCOME / BENEFITS TO THE COMMUNITY

The safe delivery of our statutory DASS duties

RECOMMENDATION

That Council is recommended to appoint jointly with RBWM a Director to discharge the statutory duties of the Director of Adult Social Services under the Local Authority Social Services Act 1970 conditional on a similar approval by RBWM passed at Employment Panel on the 16 July 2018 and subject to the approval of a supplementary estimate by Executive on 26 July, effective from 1 August 2018.

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 two statutory roles, subject to the agreement of a supplementary estimate, with a proposal that 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 Members met with the proposed candidate on 9th July and were assured by their presentation.

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.

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 CCG
- ADs 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 live within budgetary constraints as 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 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.

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)	£61,380	No - £67,580	Revenue
Next Financial Year (Year 2)	£81,840 subject to successful shared pilot, £151,280 if not	No - £81,840	Revenue
Following Financial Year (Year 3)	DASS £81,840 subject to successful shared pilot, £151,280	No - £81,840	Revenue

Other financial information relevant to the Recommendation/Decision

Year 2 & 3 estimates subject to successful pilot. If not then the cost will be £151,280 and a further supplementary estimate of £69,940

Cross-Council Implications

N/A

Reasons for considering the report in Part 2
N/A

List of Background Papers
N/A

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