



Report of the Director of Social Services

Council – 2 July 2020

Interim Changes to the Head of Adult Services Arrangements

Purpose:	The report sets out interim arrangements for the strengthening of the senior leadership of adult social services.
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1. Background

- 1.1 The Head of Adult services position became vacant at the beginning of May following Alex Williams taking up a position with Carmarthen Council.
- 1.2 Clearly the timing of this change to the senior leadership of adult services presents a particular challenge given the context of having to deal with the biggest public health crisis in a century and the obvious impact on, and importance of, the delivery of health and social care.
- 1.3 However every challenge can be reframed as an opportunity. In this particular case the challenge to ensure that the Council has robust and resilient adult services leadership arrangements in place is also an opportunity to strengthen the integrated leadership of health and social care, at a time when the effectiveness of those integrated arrangements has never been more important.

2. Proposed Change

- 2.1 Up until November 2020, the post of Head of Adult Services will be split between two senior leadership roles.
- 2.2 There will be a Head of Service responsible for integrated services which is a joint post between the Council and Swansea Bay University Health Board and accountable to both organisations. The role will be responsible for all the functions delivered through or linked with the existing integrated hubs for older people and adults with a physical disability
- 2.3 The second Head of Service is responsible for safeguarding, mental health and learning disability, in house direct service provision and external commissioning.
- 2.4 Whilst the proposed change strengthens capacity and resilience, it will require extremely close working between the two post holders as inevitably all those functions are interdependent within a wider functioning health/ social care system.
- 2.5 The benefits of increasing capacity and resilience at this time are hopefully self-evident. Adult services was already the largest and most complex service that the Council runs. The need to adapt that service at pace to respond to the changed requirements for health and social care has added significant additional complexity. The boundary between primary and community health services and social care has never been more blurred. The reliance on a single individual to remain well, in work and oversee all that complexity has never been more risky.
- 2.6 In order to provide a balance of responsibility and accountability within these interim arrangements, the Head of Integrated services will be a health board appointment, effectively seconded to the Council and reporting to the Director of Social Services. The second post will be a Council appointment reporting directly to the Director of Social Services.

3. Future Structure

- 3.1 The need to revisit the leadership arrangements of adult services in the context of ever increasing levels of integration was already an imperative pre-Covid 19. To some extent this crisis has accelerated a direction of travel that was probably inevitable. Nevertheless the Council and the Health Board should not presume that these emergency arrangements are necessarily the final optimal design. Both organisations have an opportunity to test what works and what could be improved over the next 6 months.
- 3.2 Any permanent change to the structure, or indeed a decision to revert to the traditional model, should and will be the subject of a further report to both organisations and any permanent recruitment should and will be

the subject of the usual Council processes for recruitment and appointment.

4. Equality and Engagement Implications

- 4.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.

The recruitment process followed within the Council ensures that we have paid due regard to the above.

- 4.2 An EIA screening has been undertaken and all equality implications including the recruitment to the interim positions have been considered in proposing this change, an EIA screening has been undertaken and all equality implications including the recruitment to the interim positions have been considered in proposing this change.
- 4.3 No identified potential for any adverse impact or missed opportunity to promote equality with regard to any groups. The integrated post will also still be accountable to the Council's EIA process and reporting structures.

5. Legal Implications

- 5.1 Any permanent appointment to the Head of Service post/s will follow the Appointment Procedure Rules as set out in the Constitution of the Council.

6. Financial Implications

- 6.1 The costs of the interim Head of Integrated Services is to be split between the local authority and the health board.
- 6.2 This would ordinarily increase the overall costs of the senior management tier of social services by c.£17.5k for 6 months. However an existing integrated manager post will not be required to be backfilled at this stage and therefore the actual increased costs are c £2.5k which can be covered within the existing staffing budget of the Directorate.

Background papers: EIA Screening Form

Appendices: none