
Report to: Council

Date of Meeting: 23 June, 2016

Subject: Cessation of Shared Services – Social Services

Report by: Chief Executive

1.0 Purpose

- 1.1 The purpose of this report is to update Council on considerations for social services in the context of the cessation of shared services.

2.0 Recommendations

- 2.1 It is recommended that Council agrees:

- a) to establish the post of Head of Social Services/Chief Social Work Officer to be responsible for social services in Clackmannanshire once shared services cease;
- b) to recruit openly to that post, establishing an Appointments Sub-Committee with the membership as set out at paragraph 3.11 to make the appointment;
- c) appoints members to sit on the Sub-Committee according to the political balance set out at paragraph 3.11; and
- c) the principle that the line management and operational responsibilities for those council services which fall within the scope of health and care integration should at an appropriate time in the future transfer from the Head of Social Services to the Chief Officer for Health & Social Care Integration.

3.0 Background & Considerations

Interim Arrangements

- 3.1 Social Services are different to Education insofar as, other things being equal, the Council will continue to employ all management staff who are presently deployed across the shared service.
- 3.2 To start to reduce the uncertainty about future roles, retain capacity and minimise the risk to business continuity between now and shared social services ceasing, steps are being taken to realign manager responsibilities to work in a more dedicated manner in each authority in readiness for smooth transitions to any new structures. It is hoped that this will bring a clarity of role

and focus which will facilitate business continuity over the next six to nine months.

- 3.3 Accordingly, new interim management arrangements have been put in place as follows:
- i) at Assistant Head level - two Assistant Heads (2FTE) who have left the Council very recently have been replaced on a short, fixed term basis by three individuals (2.2 FTE). The interim Assistant Head of Service Adult Care (1 FTE) works across both councils in context of integrated health and care and the interim Assistant Heads of Child Care (1.2 FTE, two individuals @ 3 days each) work primarily for one Council only; all three interim managers have held senior management posts in the recent past and will bring capacity and the senior management experience required in the service to manage the high level of complexity and change;
 - ii) at Service Manager level in childcare, where there were three service managers working across both Councils in the context of shared services, there are now two managers in each council aligned to the respective organisations (the fourth post will be an acting up position recruited to internally).
- 3.4 It is hoped that these interim moves will provide greater certainty to staff by providing clearer reporting lines and accountability and will enable both councils to pursue their own future organisational designs with greater ease.
- 3.5 In tandem with these interim management arrangements, Clackmannanshire staff in certain shared teams (e.g. Disability, Fostering & Adoption, Through Care & After Care) are being realigned to their respective authorities to be managed locally.
- 3.6 There are some particular aspects of social services which require further detailed consideration in the context of any new arrangements. These primarily relate to the functions of the Strategy & Partnership Team which covers the following functions: commissioning, workforce planning, contracts and procurement, learning and development, service planning and performance, management information.
- 3.7 This has always been an area of complexity in the shared service as pre shared services Clackmannanshire had significantly fewer staff engaged in these activities than did Stirling. As there is only a small number of posts in those areas of business which will default to Clackmannanshire as lead authority, Council will have to consider how the functions might be delivered in the context of wider service and organisational redesign.

Future Arrangements

- 3.8 Going forward, the Council needs to create a new structure for social services to take into account the ending of shared services.

- 3.9 At some point in the future, it is anticipated that the role of the chief officer for health and care integration will encompass the operational management of those services which come within the scope of integration (i.e. currently adult services). This will require discussion with Stirling Council and NHS Forth Valley as partners in the Integration Joint Board. Until such time as any transfer is agreed, the Council will continue to directly manage adult care services.
- 3.10 It is, therefore, recommended that in the context of the ceasing of shared services and the development of health and care integration, Council establishes the post of Head of Social Services/Chief Social Work Officer for Clackmannanshire, the broad responsibilities of which would be:
- adult services until such time as responsibility transfers to the chief officer for health and care integration
 - childcare social services
 - community justice social work (from April, 2017)
 - ensuring adequate arrangements for public protection
 - acting as the statutory Chief Social Work Officer to the Council
 - acting as Chief Social Work Officer to the Integrated Joint Board
 - taking on corporate responsibilities as part of the Council's senior management team.
- 3.11 It is further recommended that the Council recruits openly to that post and establishes an Appointments Sub-Committee to make the appointment. Membership of that Sub-Committee would be six members as follows:
- 3 from the Administration
 - 2 from the main opposition
 - 1 from neither the Administration or main opposition
- 3.12 Council is asked to nominate members on the above basis to sit on the Sub-Committee.
- 3.13 Until such point as the Head of Social Services is appointed and presents proposals to Council for a revised structure, management arrangements for social services will be based on the approach set out at paragraph 3.3 of this report and as per the diagram set out at the Appendix to this report.

4.0 Sustainability Implications

N/A

5.0 Resource Implications

Financial & Staffing

- 5.1 If Council agrees to the proposals in this report, a new post will be created. Costs (including employer costs) will be around £90,000. There may be

opportunities for savings once a post shared services structure is implemented.

6.0 Exempt Reports

Is this report exempt? No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

N/A

8.0 Equalities Impact

The approach to staffing is in keeping with the provisions of employment law.

9.0 Legality

In adopting the recommendations contained in this report, the Council is acting within its legal powers.

10.0 Appendices

1 – Transitional Social Services Structure

11.0 Background Papers

None

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	Signed: E McPherson



