

South Ayrshire Council

**Report by Director of Health and Social Care
to Leadership Panel
of 11 June 2019**

Subject: Creation of Stand-Alone Chief Social Work Officer Post

1. Purpose

- 1.1 The purpose of this report is to seek approval to create a new stand-alone Chief Social Work Officer (CSWO) post and confirm the interim arrangements for discharge of the function pending appointment.

2. Recommendation

2.1 It is recommended that the Panel:

- 2.1.1 **approves the creation of 1FTE post of Chief Social Work Officer, graded Level 17;**
- 2.1.2 **agrees that, once recruitment to the new post is complete, the Council's Scheme of Delegation is amended to the effect that 'the statutory appointment of the Council's Chief Social Work Officer is undertaken by the Chief Social Work Officer'; and**
- 2.1.3 **agrees to extend the temporary contract for the Interim Head of Children's Health, Care and Criminal Justice Services until 30 November 2019.**

3. Background

- 3.1 The CSWO is a 'proper officer' in relation to the social work function required to ensure the provision of appropriate professional advice in the discharge of the Council's statutory social work duties and to provide a focus for professional leadership and governance in relation to the full range of social work functions. The person undertaking the role must be a qualified Social Worker registered with the Scottish Social Services Council and should demonstrate extensive experience at a senior level of both operational and strategic management of social work and social care services.

- 3.2 At the time the HSCP was established, it was assumed that one of the Heads of Service would undertake the CSWO role in addition to the Chief Officer remit, which would mean that, at all times, at least one Head of Service had to be a qualified Social Worker. More recently, it has become increasingly evident that such an assumption may not be appropriate. Specifically, restricting the Head of Service applicant pool to qualified Social Workers may not reflect the wider strategic leadership Chief Officer remit or best meet the needs of the service. In addition, the incorporation of the CSWO role into an already extensive Head of Service remit, provides insufficient dedicated senior leadership capacity and direction to ensure the necessary pace, depth and continuous improvement, critical of the role; this is particularly evident in relation to Adult and Child Protection Committees, Inspection Reports and Significant Case Reviews.
- 3.3 The role of CSWO was initially undertaken by the Head of Community Health and Care and, following his retirement, initially by the Director of Health and Social Care Partnership, and, more recently, by the Interim Head of Children's Health, Care and Justice Services, who has been seconded from East Ayrshire Council pending the permanent appointment to the role of Head of Children's Health Care and Justice Services.
- 3.4 The Head of Children's Health, Care and Justice Services post has recently been filled; the successful applicant is not a qualified Social Worker. Neither is the current Head of Community Health and Care.

4. Proposals

- 4.1 Reflecting this position, it is proposed to establish a 'stand-alone' post of Chief Social Work Officer, reporting directly to the Director of health and Social Care Partnership, which acts as advisor to the Council on issues associated with Social Work. In recognition that a new approach is proposed, the Chief Executive and Director of Health and Social Care consulted with the Chief Social Work Adviser for Scotland (CSWA). Her advice was that the approach being adopted is competent and has her support.
- 4.2 In addition to the CSWO role, the post will assume responsibility for a range of strategic and developmental activities and resources, including professional development, service improvement, quality assurance and public protection. The proposed organisational chart outlining the structure which will be part of the CSWO remit is attached at Appendix 1.
- 4.3 At a meeting on 28 February 2019, the Council agreed to appoint the Interim Head of Children's Health, Care and Criminal Justice Services as Chief Social Work Officer for the Council with effect from 1 March 2019. It is proposed that once recruitment is complete, the Scheme of Delegation is amended to reflect that the post designated Chief Social Work Officer will undertake the statutory role. At that point, the revised Scheme of Delegation will be published on Re-Wired and the Council's website and will also be notified to employees by way of the Communications Bulletin.
- 4.4 It is also proposed that, pending appointment of the Chief Social Work Officer, the current temporary contract for the Interim Head of Children's Health, Care and Criminal Justice Services is extended, to continue to assume the statutory role of Chief Social Work Officer and also to lead specific projects such as professional oversight of the delivery of the action plan relating to the Sharon Greenop SCR

and working with 'In Control' on the development of the South Ayrshire approach to Self Directed Support. The temporary contract will end on 30 November 2019.

5. Legal and Procurement Implications

- 5.1 The recommendations in this report are consistent with legal requirements to have a CSWO.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 The post is graded at Level 17. With on-costs this equates to an annual cost of £82,550. The post will be funded by savings achieved in the reconfiguration of Children's and Justice Services (£42,335) and £40,000 to be released from a proposed restructure within Planning, Performance and Commissioning. The proposals for Children and Justice Services are being considered by Leadership Panel on 11 June 2019. Both savings identified are based on vacancies that have existed in the current structures since at least the start of the current financial year and will result in full year savings in 2019/20 which are available to meet the additional temporary cost of the proposals. The proposals in relation to Planning, Performance and Commissioning will be brought to the next Leadership Panel in August 2019.
- 6.2 For the period from 1 June 2019 to the end of the financial year, the cost for the temporary contract extension at Head of Service grade and the substantive post (Level 17), once recruited, will be approximately £83,500 (based on up to 6 months at Head of Service grade and 4 months at Level 17). The interim role will be funded from the resources identified at paragraph 6.1.
- 6.3 Table 1 below identifies the estimated cost involved in the proposals being recommended together with the funding source:

Table 1 – Estimated cost (including on costs)

Expenditure	Date from/ to	£
Head of Service (Interim)	1 April to 31 May 2019	£18,656
Head of Service (Substantive)	1 June to 31 March 2020	£93,279
CSWO (Interim – H of S grade)	1 June to 30 November 2019	£55,967
CSWO (Substantive – Grade 17 top of scale)	1 December to 31 March 2020	£27,517
Total Costs		£195,419
Funding		
Head of Service (substantive budget)	1 April to 31 March 2020	£111,935
Children's and Justice reconfiguration saving	1 April to 31 March 2020	£42,335
Planning, Performance and commissioning restructure saving	1 April to 31 March 20	£40,000
Total funding		£194,270
Total shortfall		£1,149

6.4 As identified in the table above the overall cost of the proposal, £195,419 is almost entirely funded by the currently available budget for the Head of Service role and identified savings. The small shortfall can be met from within the proposal as the substantive CSWO role has been costed at the top of the scale therefore it is likely that the actual cost of the CSWO substantive role from 1 December 2019 will be less than shown in the table above.

7. Human Resources Implications

7.1 Normal recruitment arrangements will apply to appoint the Chief Social Work Officer.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 Rejecting the recommendations will result in the Council failing to adhere to the statutory requirement to have a CSWO position.

9. Equalities

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to the Council strategic objectives of 'Effective Leadership that Promotes Fairness' and 'Health and Care Systems that Meet People's Needs'.

13. Results of Consultation

13.2 Consultation has taken place with Councillor Julie Dettbarn, Portfolio Holder for Adults' Health and Social Care, and William Grant Portfolio Holder for Children and Young People, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Director of Health and Social Care will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Recruitment of CSWO	30 November 2019	Director of Health and Social Care
Arrange updating of the Council's Scheme of Delegation (as part of report to Council) to the effect that 'the post designated Chief Social Work Officer will undertake the statutory role'	27 June 2019	Head of Regulatory Services

Background Papers None

Person to Contact **Tim Eltringham, Director of Health and Social Care**
Elgin House, Ailsa Hospital, Dalmellington Road, Ayr, KA6 6AB
Phone 01292 612419
E-mail Tim.Eltringham@south-ayrshire.gov.uk

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Proposed CSWO Management Structure

