

**South Ayrshire Council**

**Report by Head of Children's Health, Care and Justice Services  
to Leadership Panel  
of 11 June 2019**

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**Subject: Amendment to Health and Social Care Management Structure**

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**1. Purpose**

- 1.1 The purpose of this report is to seek approval for further changes to the Health and Social Care Partnership (HSCP) management structure to reflect evolving service requirements and demands and to provide a stronger managerial and leadership structure in Children's Health, Care and Justice Services.

**2. Recommendation**

- 2.1 It is recommended that the Panel approves the proposed changes to management arrangements within Children's Health, Care and Justice Services, outlined in Appendix 1.

**3. Background**

- 3.1 At its meeting on 14 December 2017, the Leadership Panel agreed that the structural and operational arrangements within the HSCP should be reviewed to reflect the Council's new (at that time) corporate objectives. The findings of the review, including the methods by which these would be monitored, measured and reported to Council, were to be reported to Leadership Panel in March 2018.
- 3.2 For a number of reasons, the report was not presented to Leadership Panel until 18 September 2018. The report, among other things, outlined the senior management arrangements, including those relating to Children's Services, which had been developed by the Interim Head of Service for that area.
- 3.3 The recommended changes addressed a number of issues, including extending senior management capacity by establishing 2FTE Senior Manager, Children's Services posts, graded Level 16, and 4FTE Service Manager, Children's Services posts, graded Level 14.
- 3.4 The report made no changes to management arrangements within the Justice Service, which is currently managed by a Manager, Justice Services, graded Level 15. A copy of the current management structure is attached as Appendix 2.
- 3.5 The Justice Service is a critical service, not only in terms of supporting people who receive services but increasingly, in terms of helping deliver the strategic

objectives of the Council's and its Community Planning Partners, in terms of reducing reoffending, increasing social inclusion of offenders and ex-offenders and enhancing public protection.

- 3.6 The current management arrangements for Justice Services, although providing an effective service do not seamlessly link to other areas of the service, and provides less management capacity than is now available elsewhere in Children's Health, Care and Justice Services.

#### **4. Proposals**

- 4.1 It is proposed to amend current arrangements to more effectively integrate the Justice Service by amending the remit of one Senior Manager (Children's Services), graded Level 16, currently vacant, to include responsibility for Justice Services. The job title will be amended to Senior Manager, Children's and Justice Services; the grade is unaffected by the amended remit. 0.5FTE of the post will be funded by the Social Work specific justice grant funding and the other 0.5FTE cost funded by the HSCP.
- 4.2 It is also proposed to create a new post of Service Manager, Justice Services, graded Level 14, which is consistent with other Service Managers within the service. This will provide additional critical management capacity.
- 4.3 The current Manager, Justice Services post, graded Level 15 will be deleted. The new, and currently vacant Senior Manager, Children's, Services post appears to be a potentially suitable match for the current Manager, Justice Services and the Council's Framework for Managing Workforce Change will apply.
- 4.4 These changes will result in a legitimate increased spend of £38,168 against the Social Work specific Justice Services grant funding and result in a saving of £42,335 to the HSCP. A copy of the proposed revised management structure is attached at Appendix 3.
- 4.5 A summary of the overall third and fourth tier management structure proposed within Children's Health, Care and Justice Services, is attached (Appendices 1, 2 and 3).

#### **5. Legal and Procurement Implications**

- 5.1 There are no legal implications arising from this report.
- 5.2 There are no procurement implications arising from this report.

#### **6. Financial Implications**

- 6.1 There are no additional costs associated with these changes and the changes will result in a saving of £42,335 to the HSCP.

#### **7. Human Resources Implications**

- 7.1 The changes will be implemented in accordance with the Council's Framework for Managing Workforce Change.

## **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 have a negative impact on the achievement of the following strategic outcomes within the Service and Improvement Plan for Children's Health, Care and Justice Services:

- (i) Effective leadership that promotes fairness;
- (ii) Health and care systems that meet people's needs; and
- (iii) Increase the profile and reputation of South Ayrshire and the Council

8.2.2 Rejecting the recommendations may increase the financial burden on the Council.

## **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 objective of 'Maximising leadership that promotes fairness' and within that to the outcome 'Ensure the Council is structured to make best use of resources'.

### 13. Results of Consultation

- 13.1 There has been no publication consultation on the contents of this report.
- 13.2 Consultation has taken place with Councillor William Grant, Portfolio Holder for Children and Young People, and the contents of this report reflect any feedback provided.
- 13.3 Consultation has taken place with the trade unions. The proposals reflect feedback from affected employees and their representatives.

### 14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, Head of Children's Health, Care and Justice Services 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>
Matching interview to be arranged	30 June 2019	Head of Children's Health, Care and Justice Services

**Background Papers** **Report to Leadership Panel of 18 September 2018 – Health and Social Care Management Structure Review**

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**Date: 31 May 2019**

**Health and Social Care Partnership  
Children's Health, Care and Criminal Justice Services  
Management Structure**

<b>HSCP Funded Posts</b>								
<b>Grade</b>	<b>Current Job Title</b>	<b>FTE</b>	<b>Salary (including on-costs)</b>	<b>Post Status</b>	<b>Proposed Job Title</b>	<b>FTE</b>	<b>Salary (including on-costs)</b>	<b>Post Status</b>
16	Senior Manager (Children's Services)	1.00	76,364	Amend Remit and Title	Senior Manager (Children's Services and Criminal Justice)	0.50	38,182	Amend Remit and Title
16	Senior Manager (Children's Services)	1.00	76,364	No Change	Senior Manager (Children's Services)	1.00	76,364	No Change
14	Service Manager (Children's Services)	1.00	66,833	No Change	Service Manager (Children's Services)	1.00	66,833	No Change
14	Service Manager (Children's Services)	1.00	66,833	No Change	Service Manager (Children's Services)	1.00	66,833	No Change
14	Service Manager (Children's Services)	1.00	66,833	No Change	Service Manager (Children's Services)	1.00	66,833	No Change
14	Service Manager (Children's Services)	1.00	66,833	No Change	Service Manager (Children's Services)	1.00	66,833	No Change
<b>TOTAL</b>		<b>6.00</b>	<b>420,060</b>			<b>5.50</b>	<b>381,878</b>	
<b>Saving to HSCP</b>			<b>38,182</b>					

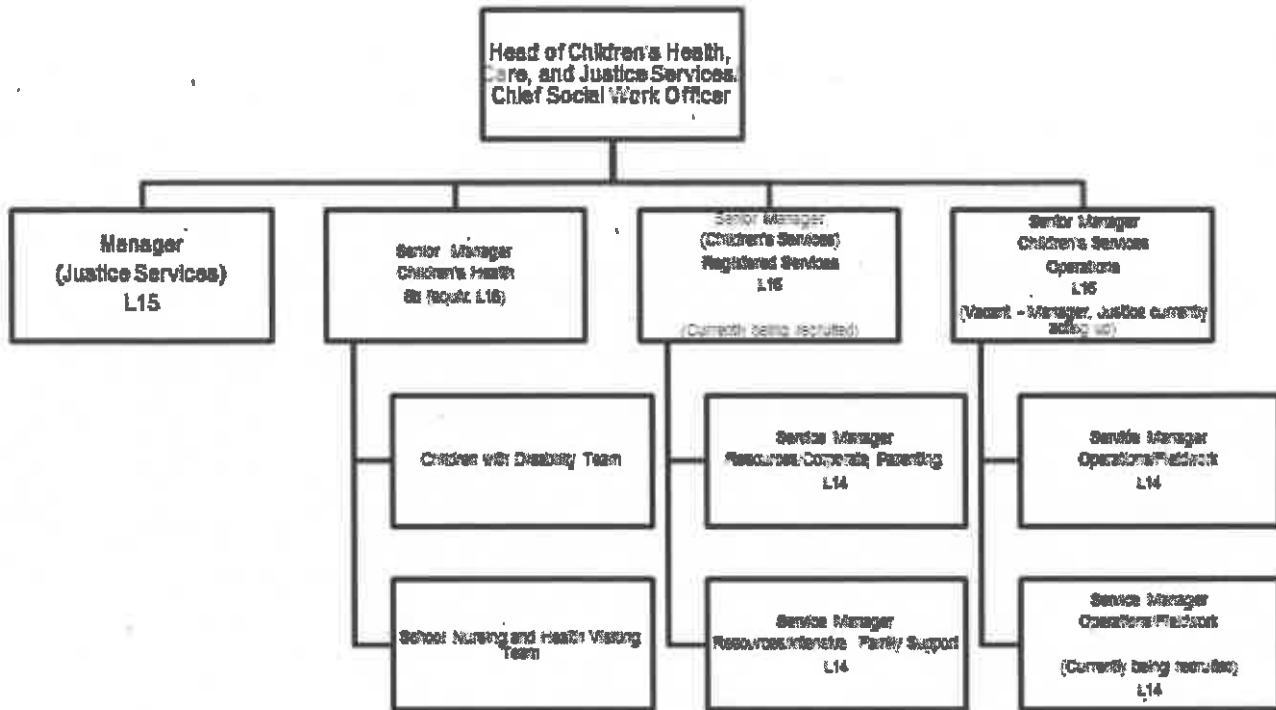
<b>Criminal Justice Social Work Specific Grant Funded Posts</b>								
	<b>Current Job Title</b>	<b>FTE</b>	<b>Salary (including on-costs)</b>	<b>Post Status</b>	<b>Proposed Job Title</b>	<b>FTE</b>	<b>Salary (including on-costs)</b>	<b>Post Status</b>
16					Senior Manager Senior Manager (Children's Services and Criminal Justice)	0.50	38,182	Amend Remit and Title
15	Manager (Criminal Justice)	1.0	70,370	Delete Post				
14					Service Manager (Criminal Justice)	1.00	68,368	Create Post
<b>TOTAL</b>		<b>1.00</b>	<b>70,370</b>			<b>1.50</b>	<b>106,550</b>	
<b>Additional charge to Criminal Justice SW specific Grant Funding</b>			<b>36,180</b>					

**OVERALL TOTAL**

**7.00**

**7.00**

Current 3rd and 4th Tier Structure



**Proposed 3rd and 4th Tier Structure**

