

THE HIGHLAND COUNCIL

29th October 2009

Agenda Item	
Report No	

Additional Management Support in the Social Work Service

Report by the Chief Executive

SUMMARY

This report recommends that temporary additional management support is provided to the Social Work Service to assist in taking forward the recovery plan for the Social Work budget, to lead on a transformational change programme in Community Care with the NHS, and to support the Director of Social Work when undertaking the role of Chair of the Association of Directors of Social Work (ADSW).

1. Background

- 1.1 The Social Work budget is currently under severe pressure arising largely in the areas of Learning Disability, Care at Home and Care Homes. Whilst a budget recovery plan is being progressed and has been approved by the Housing and Social Work Committee, significant management action is still required to ensure that the fundamental issues are addressed in the budget and to provide a sound budget position going forward.
- 1.2 The Housing and Social Work Committee has received reports in relation to the modernisation of Community Care and on the need to progress the reablement process which will involve extensive joint working with NHS Highland. There is now an urgent need to take this forward.
- 1.3 The Director of Social Work is also currently undertaking the prestigious role of Chair of the Association of Directors of Social Work and this involves the Director in a large number of national level meetings including a number of high level meetings with Government which has advantages for the Highland Council.
- 1.4 However, these three factors do lead to a need for additional senior management resource within the Service. It is therefore proposed that a post of Chief Operating Officer is established for a period of up to 6 months to :-
 - Ensure robust implementation of the budget recovery plan for the Social Work Service and to adapt it as necessary;
 - Progress the joint working with NHS Highland in relation to the transformational change required in Community Care (Getting it Right for Older People) which again has long term benefits for improved service delivery and budget efficiency;

- Ensure that the Care at Home Service is being run effectively and efficiently, given the significant additional funding being invested;
- Provide support to the Director of Social Work, during the 12 month period when she is undertaking the national role of Chair of the Association of Directors of Social Work.

1.5 A role description and organisation chart is attached at Appendix 1. It is proposed that the post be paid at 85% of the grade for the post of Director of Social Work, and that the post be advertised internally, but restricted to current Heads of Service within the Social Work Service.

1.6 It is also proposed that recruitment to this post be delegated to the Director of Social Work, Chief Executive, Assistant Chief Executive and Director of Finance/Depute Chief Executive.

2. Resource Implications

2.1 The cost of the temporary post is estimated at £25,000 including employer on-costs, which would be funded from within the Social Work Service budget. Additional acting up arrangements may need to be put in place to cover any resultant vacancy.

2.2 It should be noted, however, that it is anticipated that the post should lead to the improved use of financial resources (spend to save) and improved service delivery for Highland people.

RECOMMENDATION

- 3.1
- i) That a temporary post of Chief Operating Officer be established for a period of up to 6 months at a salary of 85% of the grade for the post of Director of Social Work;
 - ii) That the role and organisational structure be as detailed in Appendix 1 to the report.
 - iii) That the post be advertised internally, restricted to current Heads of Service within the Social Work Service, and that recruitment be undertaken by the Director of Social Work, Chief Executive, Assistant Chief Executive and Director of Finance/Depute Chief Executive.

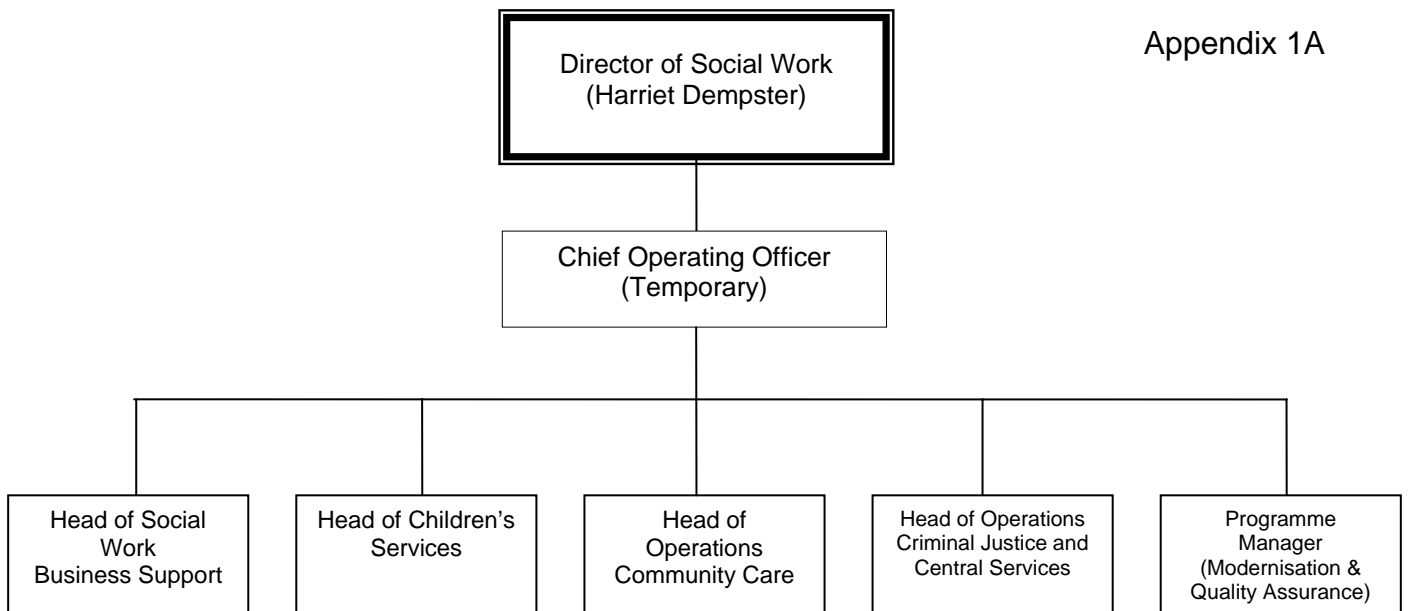
Signature:

Designation: Chief Executive

Date: 21st October 2009

Ref:

Background Papers



The Highland Council

Job Description

Service:	Social Work Services
Job Title:	Chief Operating Officer (temporary)
Grade:	85% of grade for post of Director of Social Work
Location:	Inverness
Responsible to:	Director of Social Work
Job Purpose:	To provide the Director of Social Work with additional management capacity for the provision of services within Social Work and to manage effectively the Heads of Service. To ensure that the Service responsibilities are carried out to the highest standards within the resources available.
Service Responsibilities:	<ul style="list-style-type: none">▪ Community Care;▪ Criminal Justice and Central Services;▪ Children, Young People and Families;▪ Business Support
Key Tasks	<ul style="list-style-type: none">▪ Ensure robust implementation of the Social Work Budget Recovery Plan in conjunction with Heads of Service;▪ Ensure that the Care at Home Service is organised effectively and efficiently in accordance with budget provision, and assist in the completion of modernisation of care at home;▪ Develop a transformational change programme for community care with NHS which supports shifting the balance of care;▪ Monitor agreed budgets, ensure effective financial control and liaise with the Director of Finance on all financial control and audit matters affecting the Service.▪ Provide management support and supervision to Heads of Service.▪ Provide effective arrangements to promote good employee relations, development of staff, maintenance of professional standards and the monitoring and appraisal of performance in line with Council policy.▪ Develop and maintain an organisational culture that promotes best value for the Council through continuous improvement▪ Provide effective management of financial, staffing, property, ICT and other resources and of health and safety matters in a manner that ensures maximum operational decentralisation and achieves best value.▪ Promote, develop and maintain internal and external partnerships and relationships
Other Duties:	<ul style="list-style-type: none">▪ The post holder may be required to undertake any other duties appropriate to the level of the post.▪ Duties and responsibilities will vary from time to time.
Date:	16 th October 2009