



Appointments and Employment Committee

Date	WEDNESDAY 9 MARCH 2022
Title	APPOINTMENT OF DIRECTOR OF ADULT SOCIAL CARE AND HOUSING NEEDS
Report of	CABINET MEMBER FOR ADULT SOCIAL CARE AND PUBLIC HEALTH AND THE CABINET MEMBER FOR COMMUNITY PROTECTION, DIGITAL TRANSFORMATION, HOUSING PROVISION AND HOUSING NEEDS

EXECUTIVE SUMMARY

1. Members are invited to approve the recruitment and permanent appointment of a Director of Adult Social Care and Housing Needs in accordance with the job description and person specification provided for the role.
2. The post has been filled on an interim basis since September 2021 and given the expected changes in the delivery of health and care services over the next few years it is important to confirm a permanent appointment to the role as soon as possible. This will allow the postholder sufficient time to give effect to the medium / long term planning for the services necessary to respond to these changes.

RECOMMENDATION

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| <ol style="list-style-type: none">3. It is recommended that the committee agree option 1 in this report and:

Proceed to appoint a DASCHN in accordance with the job description and person specification as appended to this report |
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BACKGROUND

4. The position of Director of Adult Social Services (DASS) is a statutory chief officer post, and the functional requirements of the role are set out in statutory guidance issued by the Department for Health in 2006. This provides that the DASS be accountable for the delivery of local authority social services functions listed in Schedule 1 of the Local Authority Social Services Act 1970 (as amended), other than those for which the Director of Children's services is responsible. It also provides that the DASS should be directly accountable to the Chief Executive. Further details in relation to the role of the DASS are summarised in Appendix 1.

5. In 2017 the council also added the responsibility for housing needs to the responsibilities for the DASS role creating a post of Director of Adult Social Care and Housing Needs (DASHN). This capitalised on the council's unitary status to bring together functions that are closely aligned and can often be working with the same members of the community, but which are split in two tier areas where district councils are responsible for housing needs. This approach has achieved much success in the better support for individuals from earlier identification of potential issues achieved thorough a single director accountability for "vulnerable adults".
6. The previous holder of the role of DASCHN left the council at the end of August 2021 and the position has been filled on an interim basis by the Assistant Director of Social Care and Housing Needs since that time. The assistant director role has been backfilled by a mix of external support and internal acting up arrangements.
7. As the nation emerges from responding to the covid-19 pandemic it and the council need to consider how to recover from the impacts of the pandemic which have been especially great in the health and social care sectors. Part of the council's recovery actions should be to appoint to the DASCHN role on a permanent basis as soon as possible. This will be especially important given the future challenges faced by the sector, including but not limited:
 - (a) Rebuilding the workforce capacity.
 - (b) Changes to service access as provided for by the Health and Care Bill.
 - (c) Greater integration of health and social care as required under the Health and Care Bill.
 - (d) The reintroduction of Care Quality Commission (CQC) inspections of local authority adult social care services.
 - (e) The ongoing need to plan and commission services in a covid-19 secure way.
 - (f) The available budget envelope to meet increasing demands for services.
8. The response to these and many other challenges facing the council require a medium to long term approach so that the council's response is provided in a proportionate, structured and sustainable way. The response will require building strong and effective relationships with partners in the health, voluntary and independent care sectors. Many of these relationships will invest in the personal interactions between the DASCHN and the key leaders in these sectors. People will only want to invest their limited time and capacity in building these relationships if they are aware there will be a degree of longevity to them.
9. The staff in the directorate of Adult Social Care and Housing Needs have been central to the council's activities to protect the most vulnerable members of the community throughout the covid-19 pandemic; they have repeatedly gone above and beyond what has been asked of them to keep people safe. They too are now looking to the future leadership of the directorate to guide them through the challenges ahead and what it means for them personally and their services in particular.
10. Attached at appendix 2 to this paper is the proposed job description and person specification for the role DASCHN. Members of the committee are asked to consider the appendices and confirm the recruitment process for the post can commence. It is intended that, following a decision today, an appointment is made by the end of June 2022.

CORPORATE PRIORITIES AND STRATEGIC CONTEXT

11. The DASCHN is the most senior officer in the council for taking forward the corporate priority to “place the health and wellbeing of residents at the centre of all we do”. Whilst this objective cuts across all council services, a member of the Corporate Management Team needs to ensure this is happening, this role is performed by the DASCHN.

CONSULTATION

12. The Leader and Deputy Leader of the council support the proposed action to start the recruitment process for a permanent appointment to the position of DASCHN

FINANCIAL / BUDGET IMPLICATIONS

13. The pay grade for this position was established when the council completed its major job evaluation exercise in 2015. There have been no changes to the outcomes of that exercise since its completion, therefore the grade is established relative to all of the other rates of pay across the council.
14. The role is graded at point 20 on the council’s pay scales with a salary of £105,914 to £113,931 per annum (before the 2021 pay award is applied - this is still not agreed between employers and unions). This is allowed for in the council’s current budgets.

LEGAL IMPLICATIONS

15. The Appointments and Employment Committee is responsible for the appointment of a governance statutory chief officer or a director. Such appointment must be:
 - (a) made on merit
 - (b) subject to a job summary
 - (c) subject to appropriate advertisement where the appointment is not an internal process
16. The committee cannot make an offer of appointment to a candidate until it has confirmation that the Cabinet has no material objection to the proposed appointment.

EQUALITY AND DIVERSITY

17. The council as a public body is required to meet its statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
18. The council’s, “aim is for our workforce to be truly representative of all sections of society and our customers, and for each employee to feel respected and able to give their best” (Equality, diversity and inclusion statement and guidance, 2021). The recruitment and appointment process will be undertaken in accordance with this aim and the council’s published guidance.

OPTIONS

19. There are a number of options for the committee to consider:
- Option 1: Proceed to appoint a DASCHN in accordance with the job description and person specification in appendix 2 to this report.
- Option 2: Proceed to appoint a DASCHN but with committee agreed variations to one or all of the job description and person specification in appendix 2 to this report.
- Option 3: Defer the appointment of a DASCHN to reconsider other available options for the council to meet its statutory duties delivered through this role.

RISK MANAGEMENT

20. Any delays in recruiting and appointing to the DASCHN post on a permanent basis risk impacting on the council's effective response to the challenges highlighted earlier in this report; especially those from the health and care bill and in recovering from the impacts of covid-19. The job descriptions and person specification proposed in appendix 2 are considered appropriate to securing the most appropriate person to meet these challenges and lead the directorate. However, the annual personal review conversations between the postholder and the Chief Executive will establish what is expected of the postholder in any particular year, aligned to the corporate plan.
21. Consideration of options for the council to meet its statutory responsibilities other than through a directly employed DASCHN is possible but the committee would want to be assured of the benefits of such an approach before reviewing the options. The directorate of adult social care and housing needs is the council's biggest spending department which therefore has the greatest impact on the council's overall financial sustainability. In addition, local relationships across the health and care sector are of immense importance to the effective delivery of services to the most vulnerable in the Island's community. The committee would need to be assured that these relationships could be sustained in any approach taken other than through a permanent DASCHN.

EVALUATION

22. This is a pivotal time for the delivery of adult social care and housing needs services; the changes that are required by government in these services over the next few years are significant and need a careful and planned response from all partners across the health and care sectors.
23. Such a response can only come from having a DASCHN that is employed on a permanent basis and therefore invested in building partnerships that will underpin the changes that have to be made for the good of the vulnerable in the Island's community
24. The appointment of a DASCHN on a permanent basis strengthens the capacity of the council's corporate management team to plan across all service areas and respond to opportunities and challenges that require the capacity of the whole body corporate (such as in the covid-19 pandemic).

APPENDICES ATTACHED

25. Appendix 1: Statutory responsibilities of local authorities in relation to adult social care (Source: Association of Directors of Adult Social Services).

Appendix 2: Job Description and Person Specification for the role of Director of Adult Social Care and Housing Needs (DASCHN).

BACKGROUND PAPERS

26. None

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