

NATIONAL REVIEW
THE STATUTORY ROLE
OF DIRECTOR OF
SOCIAL SERVICES
DECEMBER 2012

Feedback to Local Authority.

Local Authority: Caerphilly	Dates of review: 4 th , 5 th , 6 th December 2012	Lead Inspector. Pam Clutton
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<p>1. Overall how does the organisational structure and model of delivery impact upon, the fulfilment of, the role of the Statutory Director Social Services?</p>	<ul style="list-style-type: none"> • The structural arrangements in Caerphilly are configured to give sound support to the Statutory Director Social Services in fulfilling the role as defined in guidance. • A strong sense of the vision and direction of social services is evident with a belief that the statutory guidance has assisted the corporate profile of social services and the improvement agenda; • There is a positive collaborative ethos and shared ownership corporately with a high level of confidence amongst officers. Officers and members are satisfied that there is enough robust challenge to avoid complacency and ensure quality.
<p>2. Has the necessary authority to fulfil the core accountabilities of the role of statutory director been clearly negotiated, formalised and communicated?</p>	<ul style="list-style-type: none"> • Reference to the role of the Director of Social Services as laid out in the guidance is not specifically outlined in the council's constitution or the Director's job description. When the guidance was published a report went to cabinet which outlined the accountabilities. • A clear understanding of role of the Director of Social Services and how the core accountabilities are fulfilled was evident throughout the organisation and from partners. A written protocol needs to be formalised to protect the arrangements from possible diversion caused by changes in personnel. • There is an absence of any protocol in relation for the management of disagreements between directorates, but there is a belief that collaborative working arrangements would be successful in addressing any such issues.
<p>3. Are adequate arrangements in place to ensure</p>	<ul style="list-style-type: none"> • The Director of Social Services reports formally to the Head of Paid Service and an annual appraisal is

<p>appropriate access to the Head of Paid Service and Councillors and how are these arrangements maintained on an ongoing basis?</p>	<p>carried out;</p> <ul style="list-style-type: none"> • There are sound arrangements in place to promote good communication both between Head of Paid Service and Director of Social Services and within the corporate team. Meetings are diarised and brief notes recorded; • In addition to the systematic programme of corporate meetings there is a significant level of informal interaction facilitated by the co-location of the corporate team. These are not always formalised but depend on a high degree of trust and have led to senior officers and members being well informed and cognisant of any emerging issues or challenges;
<p>4. Has the necessary capacity been made available to enable the Statutory Director of Social Services to fulfill the core accountabilities of the role and how are these arrangements maintained on an ongoing basis?</p>	<ul style="list-style-type: none"> • There are strong corporate arrangements which deliver a well coordinated and comprehensive work programme to enable the Director of Social Services to fulfill the core accountabilities. There is efficient and effective business support in place which was seen to enhance the capacity of the Director of Social Services especially in relation to performance management and annual reporting. The Head of Paid Service was aware of the high workload of the Director and the corporate team and was concerned about staff care and support. • The recent development of a joint post for Assistant Director for Children's Services of Caerphilly and Blaenau Gwent had not been established long enough at the time of the inspection to determine whether this would have an impact on capacity. • The role of deputy Head of Paid Service enhances the cohesion of the directorates. It was evident that his professional background, which equipped him with a comprehensive knowledge of the complexities within social care, promoted the profile of social services and made safeguarding a priority across the organisation. • A high degree of confidence in the capability of the Director of Social Services was evident across corporate directors, members and partners. Examples were given of how the Director of Social

	<p>Services had acted to promote the wellbeing of service users in difficult political and community environments.</p> <ul style="list-style-type: none"> • There was corporate recognition of the significance of the statutory role of the Director of Social Services which was evidenced by the arrangements agreed to support specialist HR functions for social services.
<p>5. Are the adequate reciprocal arrangements necessary for the fulfilment of the accountabilities vested in the post holder in place between the Director of Social Services and other senior officers within the council?</p>	<ul style="list-style-type: none"> • There are effective reciprocal arrangements in place with a strong emphasis on collaboration. However, some of the arrangements are dependent on a high level of trust between the participants with no written protocols in place. • There was evidence of a proactive approach to succession planning within workforce development with officers and members well informed and clear about outcomes and shared aims and objectives. • There is a robust framework for performance management with a comprehensive formal reporting system in place. A strong culture of continuous improvement and robust quality assurance systems was evident across the corporate team; • There is a belief that there are no barriers within the organisation to progressing initiatives for improving wellbeing for service users. Examples were given of how good partnership working and the collaborative approach between directorates had been effective in achieving good outcomes. e.g Partners evidenced how influential the Director of Social Services has been in planning, ensuring delivery and improving performance across the range of services being provided by social services and jointly with other organisations.
<p>6. Has the Head paid service put adequate systems in place to satisfy him/her self that these arrangements are</p>	<ul style="list-style-type: none"> • The Director of Social Services has systematic and regular contact with the Head of Paid Service and members on a number of levels. There is a annual timetable of scheduled meetings; • In addition to the diarised schedule, informal

working effectively?	<p>meetings and exchange of information with officers and members are facilitated by co-location of the corporate team. It was evident from examples given that the Head of Paid Service is well informed of issues, challenges and successful initiatives;</p> <ul style="list-style-type: none">• There is a strong performance management culture in place across the corporate management team led by the Director of Social Services, and also supported by other directorates. Regular detailed reporting is maintained in addition to dashboard data.• A strong collaborative approach was evidenced but officers and members were confident that there was effective challenge in place. Members were confident of the scrutiny role and could give examples of how performance and standards of care had been challenged.
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