

Market Supplement Proposal

Market Supplement Payment for Director of Adult Social Services (DASS) and Head of Adult Social Care

Introduction and Background

The People Directorate was established in October 2015 and brought together the Children's Services Directorate, with elements of the former Community Health & Wellbeing Directorate. A new Corporate Director was appointed and there have been a number of changes made to roles within the new Directorate as services have been integrated to improve outcomes and achieve efficiencies.

The roles of the DASS and Head of Adult Social Care have changed to include additional responsibilities, some of which relate to management oversight of aspects of functions within Children's Services. The creation of the new People Directorate and the significant reduction in senior management capacity means that these posts have had to absorb other management functions of a more generic nature to ensure the smooth running of the Directorate. As a consequence, the job descriptions for these employees have been revised and in accordance with the Council's Pay Policy that pay grading is established through job evaluation, the new roles were job evaluated and the outcome was no change in grade.

Stability in these roles is critical to the organisation at this time because this is a time of considerable change. Stability and continuity are crucial to implementing the transformation required to meet budget reductions. Both post holders are very experienced in the roles they currently fill and stand in a good position to secure career progression elsewhere if not retained by Harrow Council. Both post holders would be difficult to replace.

The Business Case

The Council's market supplement policy identifies 4 criteria for payment of a market supplement:

- Evidence that the pay rates being offered by the Council are significantly lower than the market rate;
- Evidence that significant efforts to recruit relevant employees have been consistently unsuccessful in attracting suitable applicants;
- Evidence of consistently higher than average turnover amongst relevant employees;

- Documented and recognised evidence of national or regional problems in recruiting or retaining the relevant employees.

The relevant evidence is set out below for each of these criteria.

Evidence to meet at least 3 of the above criteria will normally be required to justify offering a market supplement.

Evidence that the pay rates being offered by the Council are significantly lower than the market rate

The evidence is that the pay rates being offered by the Council are consistent with the market rate. This is largely based on the fact that the DASS in Harrow is placed at tier 3 and the Head of Service at tier 4, although duties commensurate with Harrow's posts are placed at tier 2 or 3 respectively in some other authorities.

The DASS post in Harrow is currently placed at tier 3 of the organisational structure and remunerated at D2. The equivalent posts in other authorities where the DASS sits at tier 2 is remunerated on average at £125k per annum, bringing payment into the scope of the Harrow D3 scale.

With regard to the Head of Adult Social Care post, over the last few years the shortage of qualified social workers who have the ability to professionally manage both Adults and Children services at the highest level has driven up the salaries offered by our neighbouring boroughs. Brent, Croydon, Hackney, Haringey, Greenwich, Camden and Redbridge councils all offer salaries in keeping with the D2 pay scale and the current post holder has been approached by all our neighbouring boroughs with regard to his interest in taking up such posts.

Evidence that significant efforts to recruit relevant employees have been consistently unsuccessful in attracting suitable applicants.

There has been no recent recruitment to these posts, the DASS has been in post since 01.09.2012 and the Head of Adult Social Care since 01.04.2013. However, 'soft' evidence from recruitment exercises to similar roles in other local authorities suggests that both roles would be difficult to fill should they become vacant.

Evidence of consistently higher than average turnover amongst relevant employees

Both the DASS and the Head of Service for Adult Social Care have been in the Council for extended periods and within that time have gained considerable knowledge, expertise and confidence with their fields and particularly as the roles pertain to the Harrow Context.

Both have an excellent track record in Safeguarding Adults and running very large services to a consistently high standard of service delivery while also delivering significant savings and balanced budgets.

Head of Adult Social Care

The Head of Adult Social Care was recruited from Lambeth where he held the post of Assistant Director. To match the salary in place at Lambeth the post holder was recruited at the top of the old SPM1 (D1) grade. Consequently he has experienced only limited salary progression during his time in Harrow.

The Head of Adult Social Care is a member of the Children and Adults senior management teams. As he is responsible for delivery of statutory duties in relation to both Adults and Children with Disabilities services he reports to both the DASS and the Corporate Director of People Services. He also represents the Council at strategic health meetings.

In addition to requiring a qualification in social work, the Head of Adult Social Care requires significant and operational management experience in both Children and Adult services. The current post holder is keen to stay in Harrow and build on the success already achieved.

From December 2015 both posts remit increased to include responsibility for the strategic and operational management of the Children with Disabilities service, taking the responsibilities from the departing Divisional Director of Special Needs Services. During this time the Community and Culture department that the DASS managed moved to another directorate. The post remains at the same grade as at the point of initial recruitment although now holds significantly larger responsibilities and budget.

Director of Adult Social Services

The DASS is a member of the People Services senior management team. As she is the statutory Director of Adult Social Care she is also required to have a dotted line to the Chief Executive, Leader of the Council and Leader of the opposition and must ensure they are fully briefed in significant matters pertaining to the adults agenda and in particular the safeguarding of the most vulnerable adults in Harrow. As the DASS she also sits on CSB and attends Cabinet.

Recruitment to the DASS role, particularly across London is currently very competitive due to an unusually high number of DASS' reaching retirement age and a reluctance amongst 'qualified' senior officers to step up to the DASS role due to the pressures of the role. During the DASS' time she has led on innovative change in adult social care and as a result has been invited as a keynote speaker to numerous high profile events. This profile has resulted in the DASS being approached by the public and private sector many times with competing employment offers. The DASS has chosen to decline such offers to date.

In addition, although not specifically required the DASS holds a Masters in Business Management which has proven beneficial due to the budget challenges not only requiring a social work perspective, but business and commercial solutions.

Documented and recognised evidence of national or regional problems in recruiting or retaining the relevant employees.

Notwithstanding the points made above about national and regional challenges regarding recruiting to the DASS and Head of Service posts in adult social care, the new People Services Directorate has achieved significant savings through the amalgamation of posts at the senior management level. Both posts are crucial to the delivery of services whilst achieving savings. The post holders have already delivered a smooth transition to the new service. Further management savings are dependant on the continuity and stability offered by both post holders remaining with Harrow.

The post holders have an impressive track record in Harrow where both have delivered excellent service improvement whilst successfully managing significant cost reduction and this success makes them attractive to other employers. Bringing in someone new at this early stage for the People Services Directorate would undermine the progress made since the Chief Executives' restructure, and negatively impact the most vulnerable in our care.

Recruitment difficulties at the Head of Service level of the Directorate have forced the use of interim staff that are paid significantly higher than the costed budget for this post. The day rate for an interim with the post holder's experience and ability would be in the region of £750 per day. It would be higher for an interim covering the role of DASS.

The total paid until a suitable replacement is in place would be considerable. Disruption to the Service and the failure to deliver planned large savings would also impact the organisation negatively and significantly.

Maintaining standards while delivering savings pose significant challenges to the department and the organisation. The loss of leadership through the post holders moving to another employer would certainly negatively impact these objectives.

The Market Supplement Proposal

Director of Adult Social Services

It is proposed that the DASS receive a market supplement of £5865 p.a. paid in two equal instalments: 50% in October 2016 and 50% in April 2017.

Head of Adult Social Care

It is proposed that the Head of Adult Social Care receive a market supplement' of £11876 p.a. paid in two equal instalments: 50% in October 2016 and 50% in April 2017.

The cost of the proposed market supplements will be met from within the existing Directorate budget and funded from the savings that we will achieve by deleting a post of Head of Service within the adults services division. The market supplement costs would be a small proportion of the savings achieved.

Terms and conditions

The payments will only be paid if the employee is in employment and not under notice as at the 30th September 2016 or 31st March 2017 respectively. If the employee's employment has terminated, for whatever reason, or they have given or received notice of termination prior to either of these dates then the respective payment will not be made.

The requirement for the payment will be reviewed in April 2017.

The recognised trade unions have been consulted regarding these proposals.

Approvals

In accordance with the Council's policy for market supplements, the proposals have been approved by the Divisional Director for HR&OD, the Chief Executive and the Portfolio Holder.

Note as the proposals relate to remuneration packages of £100k or more, the approval of the Chief Officers' Employment Panel is also required.