

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive
Date:	17 th of September 2018 Full Council 25 September 2018
Subject:	Role And Accountabilities Of The Statutory Director Of Social Services
Portfolio Holder(s):	Cllr Llinos Medi Huws
Director and Head of Service:	Dr Caroline Turner – Assistant Chief Executive and Statutory Director of Social Services
Report Author: Tel: E-mail:	Dr Caroline Turner - Assistant Chief Executive and Statutory Director of Social Services Dafydd R Bulman – Strategic Transformation and Business Manager
Local Members:	All Elected Members

A –Recommendation/s and reason/s
<p>The Social Services and Wellbeing (Wales) Act 2014 sets out a new direction for Social Services in Wales. Part 8 of the Act, and the accompanying Code of Practice, sets out the role of Director of Social Services. In line with the Act, this Protocol is the Council’s agreement setting out the role of the Director of Social Services which is a function that sits within the Assistant Chief Executive for Governance and Business Process Transformation.</p> <p>The protocol which is attached as Appendix 1 sets out the Isle of Anglesey County Council’s arrangement in relation to the Director’s duties. The original Protocol which was drafted 2 years ago has been reviewed in 2018 by the Assistant Chief Executive and Statutory Director of Social Services, supported by the Strategic Transformation and Business Manager, by consulting with Senior officers across the local authority.</p> <p>Recommendations:</p> <p>That the Council:</p> <ol style="list-style-type: none"> 1.1 Adopts the Protocol included in Appendix 1; 1.2 Authorises the Council’s Head of Function (Council Business) and Monitoring Officer to make the necessary changes to the Scheme of Delegation for the Assistant Chief Executive (Governance and Business Process Transformation) in the Constitution, and any consequential amendments, to reflect the adoption of the Protocol in Appendix 1.

B – What other options did you consider and why did you reject them and/or opt for this option?
No other options were discussed as Social Services and Well-being (Wales) Act 2014 Part 8 Code of Practice on the Role of the Director of Social Services set out the role of the director.

C – Why is this a decision for the Executive?
As the report proposes to amend the Scheme of Delegation, which is part of the Constitution, then this report must be considered by the Executive before a final decision is made by Council

CH – Is this decision consistent with policy approved by the full Council?
Yes

D – Is this decision within the budget approved by the Council?
There are no budgetary implication

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	This paper was discussed at a meeting of the Senior Management Team on the 28 th August 2018
2	Finance / Section 151 (mandatory)	This paper was discussed at a meeting of the Senior Management Team on the 28 th August 2018
3	Legal / Monitoring Officer (mandatory)	The Monitoring Officer has been consulted on the content of the Protocol, and has drafted a proposed amendment to the Council's Constitution
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Procurement	
8	Scrutiny	
9	Local Members	
10	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty
3	Crime and Disorder

4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	

F - Appendices:	
Appendix 1 - Role And Accountabilities Of The Statutory Director Of Social Services Under Part 8 Of The Social Services And Well-Being (Wales) Act 2014: A Protocol To Enable The Director To Fulfill The Expectations Of The Post In Ynys Mon	

FF - Background papers (please contact the author of the Report for any further information):	
Social Services and Well-being (Wales) Act 2014 – Part 8 Code of Practice on the Role of the Director of Social Services (social Services Function) - http://gov.wales/docs/dhss/publications/160322part8en.pdf	

ROLE AND ACCOUNTABILITIES OF THE STATUTORY DIRECTOR OF SOCIAL SERVICES UNDER PART 8 OF THE SOCIAL SERVICES AND WELL-BEING (WALES) ACT 2014: A PROTOCOL TO ENABLE THE DIRECTOR TO FULFILL THE EXPECTATIONS OF THE POST IN YNYS MON.

INTRODUCTION

The Local Authority must appoint an officer, to be known as the Director of Social Services, for the purposes of its social services functions. In so doing the Local Authority must ensure that the person has demonstrated competencies specified by the Welsh Ministers (Appendix 1). These are set out in the Code of Practice issued by Ministers to support implementation of the Social Services and Well-Being (Wales) Act 2014.

Social Services are at the heart of Welsh Society and are responsible for supporting, meeting the needs of and safeguarding children and young people and their families, people who are disabled, have a learning disability, experience poor mental health and older people. Local authorities are responsible for the provision of these services and for ensuring that they meet the care and support needs of their population. The Code of Practice sets out the strategic leadership role that the Director must fulfil if the authority is to ensure the promotion of well-being and the delivery of effective care and support services that achieve the principles upon which the Act is founded. The Director must be the source of advice to the authority on all social services matters and be responsible for decision-making in relation to individuals in its area in accordance with the requirements of legislation. The Code of Practice is clear as to the arrangements that authorities must have in place, and this document considers the implications of the Code for the role and accountabilities of the Director within this Authority.

The Director of Social Services must be accountable for the quality and delivery of services for the purposes of discharging social service functions, including ensuring effective safeguarding arrangements are in place. The Director plays a crucial role in securing the essential political and corporate support for social services. The Director must provide effective service and performance management, a clear sense of strategic direction and professional leadership for staff and services; foster effective joint working relationships both within and outside the local authority, including formal integrated arrangements with health boards, and drive

delivery of improved outcomes for people. Where services are delivered in partnership, accountability for the delivery of social services functions still rests with the Director of Social Services.

The role of Director of Social Services should be understood and the Local Authority should have in place arrangements that enable the Director to fulfil their responsibilities to the full. Whilst this Protocol aims to capture that understanding, it does not stand alone, and should be read alongside the other overarching governance documents. It meets the requirements of the Code that “defined working arrangements must be put in place between the director of social services and other senior officers within the local authority to ensure that the accountabilities of the director of social services are met”.

The Code requires that “the relationship between the Head of Paid Service and the director of social services must be properly agreed and appropriately communicated to councillors, officers and partners. This must be underpinned in governance and delegation documents and should be subject to periodic review”. The Code places great emphasis on the crucially important part that the Head of Paid Service has to play in ensuring that arrangements are in place to enable the Director to fulfil the expectations inherent in the role, that this role is understood across the Authority and by partners and that the effectiveness of these arrangements are kept under review. In recognition of this, the Head of Paid Services has overseen and reviewed the preparation of this Protocol to ensure that it was produced in collaboration with all the key players. This Protocol defines the relationship and working arrangements between the Director of Social Services and the Head of Paid Services, Senior Officers and Members to ensure the accountabilities of the Director of Social Services are met. It has been agreed that the Protocol will be reviewed at least every three years, or when structural or legislative changes occur. The Head of Paid Services, in partnership with the Director of Social Services, must evaluate the effectiveness of the defined arrangements in supporting the discharge of the functions.

The Protocol has been formally adopted by the Authority’s Senior Management Team and by the Council. It draws upon the requirements of the Code of Practice sets out the Director’s

Role and Accountabilities and describes the framework of arrangements in place in the Authority to enable the Director to fulfil what is required on the Authority's behalf.

GOVERNANCE AND ACCOUNTABILITY OF DIRECTOR OF SOCIAL SERVICES

Relationship with the Head of Paid Services

The Director of Social Services must report directly to the Head of Paid Services, and they will have regular meeting time as part of their relationship of accountability. The Head of Paid Services must maintain a strong oversight of arrangements and ensure social services are viewed as a corporate priority. The Head of Paid Services has a pivotal role in enabling the Director of Social Services to deliver the local authority's social services functions and must ensure that corporate infrastructure supports them with their statutory accountabilities.

In this context the Head of Paid Services must ensure that the Director of Social Services: -

- Has a sufficient level of seniority to discharge the authority's social services functions;
- Be a member of the Senior Leadership team and have direct access, and directly report to, the Head of Paid Services and Elected Members;
- Must, by virtue of that membership, be able to contribute to the vision and direction of the Council and ensure that services promote the well-being of people with care and support needs;
- Ensure social services is viewed as a corporate priority;
- Ensure that the Director reports to the Council in accordance with the core accountabilities.

The Director of Social Services and the Head of Paid Services must ensure that:

- The Local Authority's Performance Framework is robust and reports on Social Services' issues across the organisation, reporting at a corporate level and to

Elected Members on the authority's performance.

- The Local Authority's Performance Framework allows the Head of Paid Services to detect and ensure correction of any systemic and ongoing breakdown in the standards and quality of care and support services.

The Director of Social Services, as a member of the Senior Leadership Team, has a duty to consider overall resource implications, including budgetary issues. The Head of Paid Services and the Director of Social Services have a responsibility to ensure Elected Members have clear advice on the level of resources required for a local authority to effectively deliver its social services functions.

The Director must:

- Ensure that the Head of Paid Services, Executive and Elected Members have access to the best, up-to-date professional advice and information on all aspects of care and support services;
- Assure the Head of Paid Services that statutory functions laid on the authority have been carried out, and that proper management information and accurate records are being kept;
- In collaboration with the Head of Paid Services, identify and advise Elected Members on priorities, challenges and risks across all aspects of social services, including circumstances where staffing issues affect the Council's ability to discharge its statutory responsibilities;
- Brief the Head of Paid Services and key Members on high-profile cases and other matters likely to cause public concern.

Resolving Differences:

On occasions, it may be that differences of view and of potential advice to Councillors will sometimes arise between the Director of Social Services and other Senior Officers. Issues to do with Workforce and resource needs are particular areas where this might arise. It is important that this Protocol sets the standard by means of which these situations should be resolved and its application is illustrated below.

The matter of resource availability to meet the Authority's overall service obligations will always be a sensitive and difficult issue. There will be tensions between the need for additional resources on the one hand and to achieve savings on the other. In such a situation, the Head of Paid Service, together with the Head of Resources, have a responsibility for ensuring that Senior Officers and Councillors have clear advice on the financial position faced by the Authority and on the level of resources needed to meet the Council's statutory obligations and other policy aspirations. The Director of Social Services must provide advice on the resources needed to fulfil the Authority's social services functions and this may pose a challenge within the overall financial situation that prevails.

The working arrangements agreed between the Director and the Head of Paid Service will have to deal with situations where there are differences of view that have not been resolved by ensuring that the advice of the Director is made available to Councillors alongside the view of the Head of Paid Service.

The Authority must be committed to ensuring that decisions arrived at upon completion of this process are Corporately owned by the Authority as a whole. This approach should be implemented in other situations where there are differences of view which officers have not been able to resolve between themselves.

Fulfilling the Director of Social Services' Core Accountabilities.

The Protocol makes specific reference to the contribution that the Head of Paid Service, Senior Managers within the Social Services Department and the Head of Learning must make in enabling the Director to fulfil the core accountabilities inherent in the role. It is also important to recognise that others among the Authority's Senior Managers have an equally significant part to play. It is important to ensure that their respective roles and responsibilities are recognised, but the expectation that they will work effectively together will strengthen the performance of the Authority whilst not compromising individual areas of responsibility.

The Director must be able to call on the support of colleagues where specific inputs are needed in areas such as policy and service development, joint working initiatives and the production of Reports dealing with the fulfilment of social services responsibilities. Reports will include those to the Authority's Senior Management Team or to the Council that are made as part of normal business or which respond to a particular area of concern. The Director's Annual Report is referred to later in this Protocol and this must certainly require contributions from chief officers responsible for other service areas. Similarly, they must also be alert to the need to ensure that the Director's view is sought on all matters that could have a bearing upon the Authority's delivery of its social services functions and represented in any reports put forward for decision.

Similarly, the Director of Social Services will provide support to other chief officers in areas where the Director holds the lead responsibility. Providing advice and guidance to other departments on ways of strengthening their arrangements for safeguarding children and adults is a particularly important example of the support which the Director must provide as part of the reciprocal arrangements which should exist between the Director and other senior colleagues.

The Head of Paid Service must satisfy himself that all these arrangements are working effectively and that the Director of Social Services is able to fulfil the expectations inherent in the role.

Relationship with the Heads of Service and Service Managers

Working arrangements between the Director of Social Services and other senior officers within the Social Services Department need to be explicitly negotiated. Where responsibility for the delivery of any part of social services function is outside the direct line management of the Director of Social Services, then these arrangements need to be documented to explain and ensure the effective discharge of social services functions. Responsibilities delegated in this way need to be set out in Approved Schemes of Delegation for the Social Services Department and for the Authority. However it must be clear that ultimate accountability cannot be delegated and this remains with the Director of Social Services.

The Head of Children Services and the Head of Adult Services report directly to the Director of Social Services: and they will have regular meeting time as part of their relationship of accountability. The Heads of Service provide strategic, professional and operational leadership and management within their services, ensuring relevant safeguards are in place to protect vulnerable children and people, that a good level of support is provided to those who need care and support, as well as to their carers, and promote achievement of good outcomes for children and people. A key part of their role is to ensure that the statutory accountabilities of the Director of Social Services are effectively discharged through delivery and deputising, with clear accountability for Social Services performance. Both Heads of Service have performance frameworks in place and provide quarterly performance reports to the Director of Social Services: and on a quarterly basis provide a comprehensive report on performance, financial and risk management.

The Director of Social Services will work closely with the Responsible Individual (RI) within the provider unit. The Provider unit has a Governance and Quality Assurance Policy which outlines that the Director and the RI will formally meet every six months and that the RI will publish an annual report under the Regulation and Inspection of Social Care (Wales) Act 2016. The RI has a duty to update the Director of Social Services of matters of concern when they arise.

The Director of Social Services will also work closely with Housing Services in relation to well-being and the preventative agenda which has been detailed within this policy.

In relation to the relationship with all Heads of Service, the Director of Social Services must:

- Ensure that all Services have appropriate arrangements in place to protect vulnerable adults and children. Individual Heads of Service must be accountable to the Director of Social Services in terms of their safeguarding arrangements.
- Ensure, in collaboration with the Head of Children's Services, Head of Adults services and Head of Profession (Human Resources), that appropriate systems are in place for Social Services workforce planning, training and professional development in order to promote the retention of staff and the quality of services.

- Provide strategic leadership in ensuring that individual local authority services contribute to promoting the well-being of all people with care and support needs.

Role of Head of Learning

Section 27 of the Children Act 2004 requires local authorities to appoint a Lead Director for children and young people's services to co-ordinate and oversee arrangements to improve the well-being of children in the local authority area in isle of Anglesey the person designated is the Head of Learning.

In this Local Authority the role of Director of Social Services and Lead Director for Children and Young People's services are held separately. There will be an overlap between the two roles. The Lead Director for Children and Young People's services will seek to address the well-being needs of all children. The Director of Social Services must focus on improving the well-being of children specifically with care and support needs and protecting children from harm. In implementing this Protocol, the Authority must be clear about the particular focus of each role. It is essential that they be seen as complementing each other and the individuals undertaking these respective roles must liaise regularly and formally 8 week intervals. The Senior Leadership Team must review the effectiveness of these arrangements as required.

Relationship with Safer Community.

In this Local Authority the assistant chief Executive (Partnership) lead on community safety. The director of social services and the Assistant Chief Executive must liaise regularly on issues that are relevant to both areas.

Relationship with the Leader and the Portfolio Holder

The Director of Social Services, in conjunction with the Head of Paid Services, must develop Leader and the Portfolio Holder' capacity to both support the role and hold post holders to account, including in relation to the production of the Annual Report. The Director of Social

Services must ensure that the Leader and the Portfolio Holder are clear about the information they should expect to receive in relation to both the discharge of specific social services functions and wider activities to promote the well-being of people with care and support needs.

The Director of Social Services will must provide the Leader and the Portfolio Holder with the best, up-to-date professional advice and information on all aspects of care and support services; that statutory functions laid on the authority have been carried out, and that proper management information and accurate records are being kept; and ensure effective performance management processes are in place.

The Director of Social Services must brief the Leader and the Portfolio Holder on high-profile issues and other matters likely to cause public concern and on strategies for improving methods of intervention, service provision, practice and use of resources. The Director of Social Services must identify and advise the Leader and the Portfolio Holder on priorities, challenges and risks across all aspects of social services, including circumstances where staffing issues affect the Council 's ability to discharge its statutory responsibilities;

The Director of Social Services will have regular meeting time with the Leader of the Council and the Portfolio Holder.

Relationship with Members

The Director of Social Services, in conjunction with the Head of Paid Services, must develop Elected Members' capacity to both support the role and hold post holders to account, including in relation to the production of the Annual Report. The Director of Social Services must ensure that Elected Members are clear about the information they should expect to receive in relation to both the discharge of specific social services functions and wider activities to promote the well-being of people with care and support needs. In this context the Local Authority has established a Children's Services Improvement Panel and will utilise existing arrangements, including Member Briefing Sessions, relationship with Portfolio

Holder, the Leader, Executive and Chair of Scrutiny. This arrangement will be reviewed at least every three year.

The Director of Social Services must provide the best, up-to-date professional advice and information on all aspects of care and support services; ensure that statutory functions laid on the authority have been carried out, and that proper management information and accurate records are being kept, and ensure effective performance management processes are in place.

The Director of Social Services must will advise lead members on high-profile issues and other matters likely to cause public concern and on strategies for improving methods of intervention, service provision, practice and use of resources. The Director of Social Services must identify and advise Elected Members on priorities, challenges and risks across all aspects of social services, including circumstances where staffing issues affect the Council's ability to discharge its statutory responsibilities.

Relationship with Inspectorates and Regulators

The Director of Social Services must lead and support continuous engagement and cooperation with inspectorates and regulators by all local authority officers in relation to the preparation and undertaking of any performance reviews of local authority social services functions, as well as any other care and support services provided in the local authority area. This includes ensuring inspectorates and regulators have access to all relevant information. The Director must report to the Council on the detail of any inspection or regulatory report on the performance of the local authority's social services, setting out what appropriate action is taken to improve services that promote the well-being of people with care and support needs, or prevent or delay the development of such needs, in response to that report.

Children and their families

The Director of Social Services must ensure strategic arrangements are in place to provide for cooperation across the local authority and with partners for effective provision of care and

support service. Strong emphasis must be given to prevention and early intervention, as well as ease of access to information and advice. The focus must be on enabling families to be resilient and draw on their own resources and community. The aim is to support vulnerable adults and families to keep them safe, healthy and as independent as possible. We will work in partnership with our communities to ensure that they can cope effectively with change.

The Director of Social Services must provide leadership and demonstrate a strategy to manage risk confidently and effectively cooperate with the full range of partners to work with families at the 'edge of care', making sure that needs are accurately assessed and met, so that only those children who require it are accommodated and that arrangements are made at the right time. The Local Authority has a Corporate Parenting Panel of which the Director of Social Services is a member. Arrangements must provide for planning which embraces all aspects of the child's well-being, including health and developmental needs, stability and permanence, and educational attainment, and focuses on improving outcomes for looked after children. The key element of the responsibilities is to work with parents, families and foster carers to keep children and young people within their communities, where possible and appropriate.

The voice of services users

The Director of Social Services has a role in listening to services users' voices and concerns. The Social Services and Well-being (Wales) Act 2014 provides the legal framework for improving the well-being of adults and children who need care and support, and carers who need support, and for transforming social services in Wales. The Director of Social Services will ensure that services are promoting people's independence to give them stronger voice and control.

Well-being and overarching duties

The Director of Social Services must have regard to the well-being duty and other overarching duties in relation to how the local authority exercises all of its social services functions. The Director of Social Services must ensure that the local authority and partners develop a strategic approach to prevention. The Director of Social Services must show strategic

leadership in ensuring all services in the local authority area seek to promote the well-being of all people with care and support needs.

In so doing, the Director will be able to call on the wider resources of the Local Authority. The Director of Social Services will promote co-operation within the local authority. The individual Heads of Service and the Pennaethiaid (Head of Services monthly meeting) as a collective governance body has a key role and accountability in collectively seeking to ensure that the wellbeing of all the Island's residents are met.

Co-operation, partnership and integrated working

The Director of Social Services must lead on the development of effective arrangements, including at regional partnership level, to promote co-operation to:

- improve the well-being of people with care and support needs, including carers who need support;
- improve the quality of care and support for people, including support for carers;
- protecting adults with care and support needs who are at risk or experiencing abuse or neglect; and
- protecting children who are at risk or experiencing abuse or neglect

The Local Authority has frameworks in place to support this objective, including participation in the Regional Partnership Board, and the Regional Collaboration under the North Wales Social Services Improvement Collaborative. The Director of Social Services will be a member of both boards and support the work of the boards, and ensure information from the boards clearly demonstrates how any social services functions have been discharged. The Director of Social Services must ensure this regional co-operation leads to improved effectiveness and efficiency in relation to the delivery of care and support services to address care and support needs, and support needs for carers, identified in the Population Assessment Report.

The Director of Social Services must seek to develop an effective environment to promote cooperation in relation to people with care and support needs with external partners, including the Local Health Board, North Wales Police, the third sector and independent sector. On a local basis the Director of Social Services leads the collaboration with the Local Health Board through West Integrated Health and Social Care Meeting which reports to the Public Services Board. The Director of Social Services will meet with the umbrella body for the third sector – Medrwn Môn – on a regular basis: and at least annually will meet with representatives of the third sector and independent sector.

The Director of Social Services will report to the Head of Paid Services, as a member of the Public Services Board, to ensure that any problems of inter-agency co-operation and gaps between services are identified and resolved.

It is important to recognise that the Director's input to and the contribution made by these partnerships does not in any way affect, weaken or cloud the Director's accountability to Ynys Mon County Council for the effective fulfilment of its social services responsibilities.

Citizen and community engagement

The Director of Social Services must ensure that, in identifying the range and level of services required to respond to care and support needs identified by the population assessment, a co-operative approach to the planning, development, procurement and delivery of services is taken. The Local Authority has participation forums and process to support this, including the Community and Town Council Forum. This role will be undertaken jointly with the Assistant Chief Executive (Partnerships)

Safeguarding

The Code of Practice places great emphasis upon the importance of the Safeguarding role: "Safeguarding children and adults at risk of abuse or neglect is everyone's responsibility. However, the director of social services must show leadership to ensure effective

safeguarding arrangements are in place both within the local authority and with relevant partners”

The Director of Social Services must show leadership to ensure effective safeguarding arrangements are in place both within the local authority and by relevant partners. In this context the Director of Social Services is a member of the North Wales Regional Safeguarding Boards. In the absence of the Director, another officer who is acceptable to the Director and of sufficient seniority may attend in their place. The Director of Social Services must support effective partnership working and ensure safeguarding duties are effectively discharged collaboratively by Safeguarding Boards. These include in relation to:

- Contributing to the review and development of policies and procedures to safeguard children and adults at risk
- Raising awareness of abuse, neglect and harm in a Board’s area
- Regularly reviewing the effectiveness of local safeguarding measures
- Undertaking and ensuring lessons are learnt from Child Practice Reviews and Adult Practice Reviews
- Disseminating information about safeguarding best practice and learning
- Ensure practitioners across all safeguarding partners are receiving or have access to appropriate safeguarding training
- Ensuring there are effective, understood and publicised arrangements for the reporting of children and adults suspected of being at risk of abuse or neglect.

The Director chairs the Corporate Safeguarding Board (Strategic) ; membership includes all Heads of Service and the Senior Management Team, and meets quarterly. The Local Authority has in place its Corporate Safeguarding Policy, Action Plan and reporting Framework which places the expectations on all services and their accountability to the Director of Social Services in respect of safeguarding. The Director is supported in her role by the Services Manager for Safeguarding and Quality Improvement. Her/His role is to provide advice to the Director on relevant policies and procedures. Each service has a safeguarding lead who is a member of the Corporate Safeguarding Board (operational). The accountability for

operational matters in the handling of individual cases is through the direct line management of the Head of Adult and Head of Children Services.

On an annual basis each Head of Service will identify their Safeguarding objectives for the year, which will be reflected in their Service Delivery Plan. On behalf of the Director of Social Services, the Corporate Performance Manager will ensure that this is applied consistently in the Service Delivery Plan, and will report to the Corporate Safeguarding Board on this matter. On a quarterly basis each Head of Service will review their progress in relation to the delivery of their Service Delivery Plans, including the Safeguarding objectives.

On behalf of the Director of Social Services, the Corporate Performance Manager will ensure that this is applied consistently, and will report to the Corporate Safeguarding Board on this matter. These arrangements will ensure that the Director of Social Services is able to assure herself/himself on the robustness of the safeguarding arrangements in place.

The Director of Social Services will report to Elected Members, at least annually, regarding the operation, monitoring and improvement of child and adult safeguarding systems within the local authority.

Social Services Workforce Strategy

The Director is responsible for ensuring that the social services workforce is sufficient in number and has the skills and experience necessary to meet the needs of people in the Authority's area. Having such a workforce in place is a prerequisite to the effective delivery of services and to the fulfilment of the Authority's social services responsibilities. The Director must work with others, and importantly the head of human resources, to ensure that the Authority has a Workforce Strategy which reflects the particular needs and circumstances relating to the social services workforce and particularly to the market place relating to social workers and their managers.

The Director of Social Services has a strategic leadership role to promote high standards across the care and support workforce, including the private and third sectors. The Director

of Social Services must ensure that Social Care Workforce Partnership Board functions effectively and ensures that a whole sector workforce plan is in place. The Director has a key role in promoting collaborative workforce learning through networks and relationships with other bodies, including Bangor University. The Director of Social Services must, in collaboration with the Head of Children's Services, Head of Adults Services and Head of Profession (Human Resources), ensure that the Local Authority has Workforce Strategies in place for Children Services and for Adults Services.

The Director of Social Services must ensure the local authority has overarching personnel and safe recruitment policies, supporting the requirement for a social care workforce to provide effective care and support services, including the need to ensure capacity to provide local authority social services functions through the medium of Welsh. The Director and Head of Services will provide strategic leadership to ensure that the requirements of Mwy na Geiriau are met.

The Director must advise Elected Members, partners and other providers where workforce shortfalls inhibit the local authority's capacity to discharge statutory responsibilities and set out actions necessary to rectify these issues.

The Director must also anticipate changes in the future supply of workers across the sector as the wider economic and social circumstances change, including the impact of major development and legislation changes.

Annual Report

The Director of Social Services must prepare and publish an Annual Report about the exercise of the local authority's social services functions as soon as practicable after the end of the Financial Year. The Annual Report will be presented to the Council and must evaluate the performance of the local authority in relation to the delivery of its social services functions in respect of that year and include lessons learned. It is the Authority's report on performance and must also explain how the Authority's wider functions, such as education, housing, leisure

and transport have contributed and will contribute to the achievement of individuals' well-being outcomes. It must also set out objectives in relation to promoting the well-being of people who need care and support, and carers who need support, for the forthcoming year. Other chief officers must contribute to the Report from their areas of responsibility. The Report must provide:

- Assurance that structural arrangements for delivering social services are strong;
- Assurance that partnership working is effective;
- Assurance that safeguarding arrangements are strong;
- Information on the handling of representations and complaints and on the lessons learned from them;
- The response to any Inspections;
- The Authority's implementation of the Welsh Language Strategic Framework "Mwy Na Geiriau"

The Director is responsible for ensuring that the Report reflects:

- The views of service users and carers, including children and their parents, on how the Authority has discharged its social services function;
- The statutory social services performance information. This must be provided and must show how this has been secured;
- The views of partner agencies and providers on partnership working;

The Report must show how the Director has engaged with people in its production and how it reflects the experience of service users and service providers.

The report must be written and prepared in an accessible format, must be published and made available to the public and to Welsh Ministers.

ENSURING EFFECTIVE IMPLEMENTATION OF THE PROTOCOL.

The effective operation of the Protocol must be considered on a regular basis in the meetings which take place between the Director of Social Services and the Head of Paid Service. Any immediate action to remedy defects must be agreed and implemented. Additionally, the

Head of Paid Service and the Director must undertake a formal review on an three years or more frequently if this proves to be necessary. Each review must involve the senior management team and be reported to the Council so that any amendments that may be needed to strengthen the Protocol can be made.

Competencies of a Director of Social Services

The local authority will use the competences of Director of Social Services as set out in part 8 para 91 under the Social Services and Well-being Act 2014 when appointing or designating a Director of Social Services which is outlined in Appendix 1.

Appendix 1

Competencies of a Director of Social Services (Part 8 of the SSWBA 2014)

A local authority may not appoint a person to be its director of social services unless it is satisfied that person has demonstrated the full set of interrelating competencies that define the knowledge, skills and behaviours required of the role. These competencies are generally consistent with the Welsh Public Service Leadership Behaviours Model.

Core Qualities

Self Awareness and Learning

- demonstrate vision, creativity, adaptability, innovation and emotional intelligence with an outward looking approach to learning and development for yourself and others
- committed to the continuous development of all services and people across all sectors involved in the delivery of care and support services

Drive for Results and Resilience

- substantial experience in the management and delivery of effective care and support services
- knowledge of the legislative and structural context of social care services in Wales, particularly the Social Services and Well-being (Wales) Act 2014
- is willing to hold themselves to account as well as others for the delivery of results and outcomes

Future Working

Championing Innovation & Change

- strong professional leadership capabilities, able to achieve and inspire change and improvement through influence, openness and effective communication
- able to proactively promote and facilitate the integration of, and collaboration between health and social services to achieve improved outcomes for people with care and support needs

Strategic Orientation

- knowledge and experience in workforce planning and development with a good understanding of the importance of an effective workforce in all sectors
- able to hold people and services to account by ensuring appropriate information flows and systems, reporting lines and professional and management audit methods are in place

Working with Others

Building Collaboration and Partnership

- able to promote effective partnership working, contributing to the development of collaborative and co-produced solutions between the public, independent and third sectors in the planning and delivery of services that maximise expertise and resources
- able to demonstrate strategic evidence-based decision making to collaboratively develop effective care and support services
- is adaptable and flexible in their leadership style and willing to learn from others to improve service provision

Political Awareness and Skill

- demonstrate understanding and experience of working at a senior level in
 - publicly accountable national and local political contexts
 - good knowledge of the operational environment of independent and third
 - sector organisations that provide care and support services

Delivery

Focusing on Citizens and Value

- ensure an approach is taken by the local authority and all partners which seeks to promote the well-being of people who need care and support, and carers who need support
- provide strategic leadership so that all care and support services are designed and delivered in partnership with citizens and focused on enabling them to achieve their own well-being
- demonstrate excellent financial management skills within local authority and shared budgets

Sharing Leadership

- able to show values-led leadership to achieve the commitment of staff and managers at all levels to maintain high standards and good practice through empowering them to show ambition and take responsibility