

30 November 2015**Agenda Item: 8****REPORT OF SERVICE DIRECTOR, STRATEGIC COMMISSIONING,
ACCESS AND SAFEGUARDING****PROPOSALS TO RESTRUCTURE THE SAFEGUARDING ADULTS
STRATEGIC TEAM****Purpose of the Report**

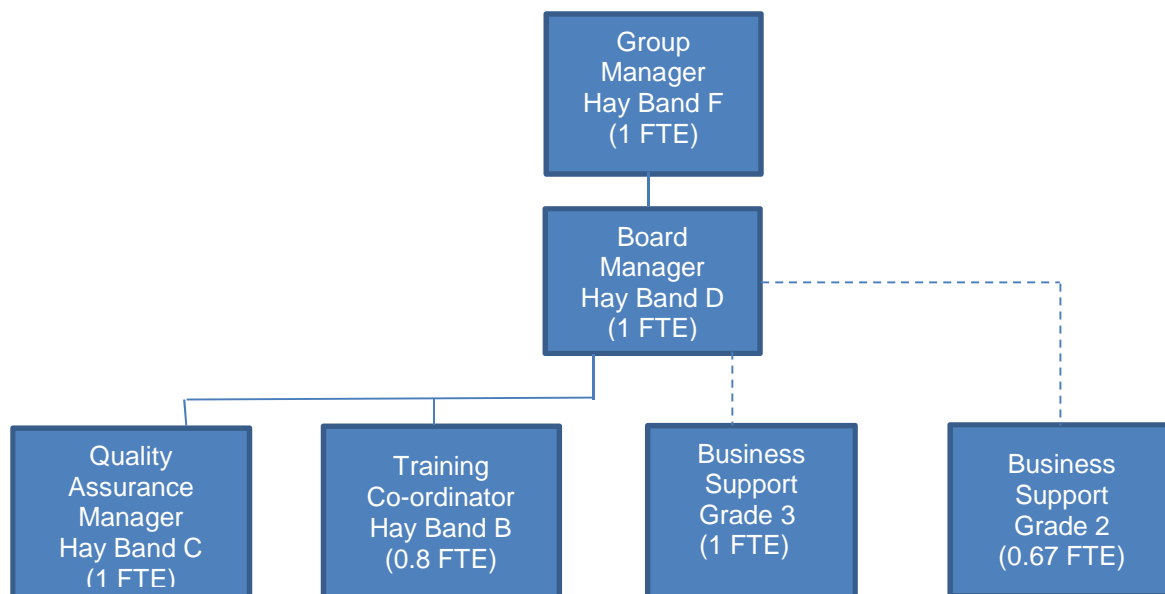
1. This report seeks approval for a proposed restructuring of the Safeguarding Adults Strategic Team to align and utilise resources more effectively.
2. This report also seeks approval for the use of unallocated budget to fund a temporary post for one year to ensure that adult social care safeguarding governance arrangements are fit for purpose.

Information and Advice

3. The Care Act has put safeguarding adults in a clear legislative framework for the first time and creates a number of statutory duties for local authorities. These include ensuring the effectiveness of partnerships arrangements via the Nottinghamshire Safeguarding Adults Board (NSAB). Furthermore local authorities now have a responsibility to undertake (or cause others to undertake) Section 42 enquiries when they believe an adult with care and support needs is being abused or neglected. The emphasis of intervention has shifted to one that is person-led and focuses on the outcomes an individual would like. The Council is required to ensure its employees and partners are supported to undertake this cultural shift and evidence that it has taken place.
4. In summary the main responsibilities the Care Act brings for the local authority are:
 - **to lead a multi-agency local adult safeguarding system** that seeks to prevent abuse and neglect and stop it quickly when it happens
 - **to make enquiries, or request others to make them**, when they think an adult with care and support needs may be at risk of abuse or neglect and they need to find out what action may be needed
 - **to establish Safeguarding Adults Boards**, including the local authority, NHS and police, which will develop, share and implement a joint safeguarding strategy
 - **to carry out Safeguarding Adults Reviews** when someone with care and support needs dies as a result of neglect or abuse and there is a concern that the local authority or its partners could have done more to protect them
 - **to arrange for an independent advocate** to represent and support a person who is the subject of a safeguarding enquiry or review, if required.

Current Structure

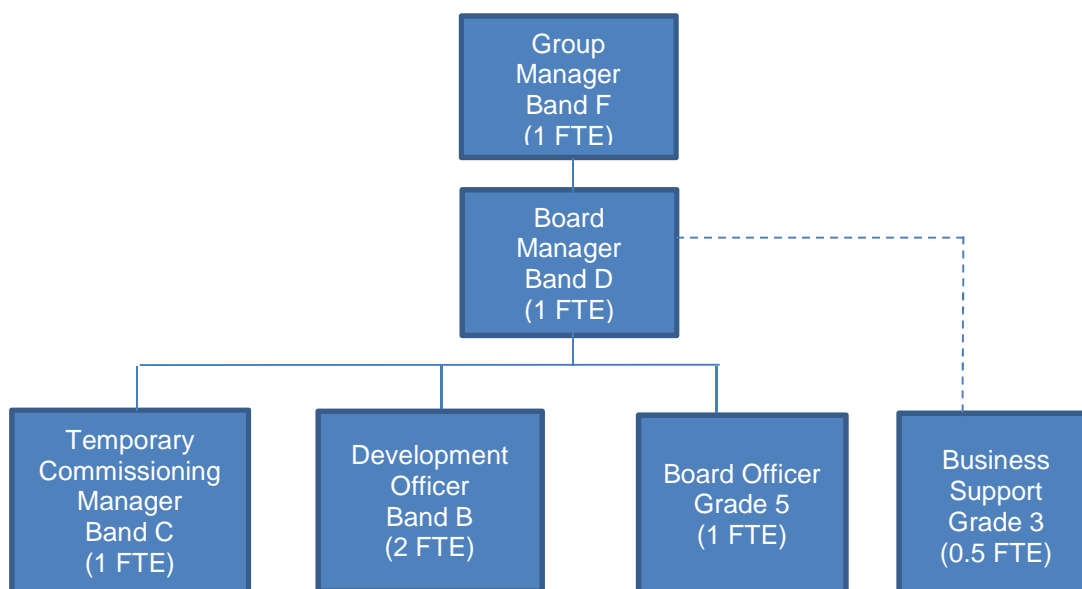
5. The current Safeguarding Adults Strategic Team structure is as follows:



6. The current structure has been in place for a number of years and was reviewed in 2013 when the team's capacity was reduced by 40%. Until this point the structure had worked well. However given the changing landscape with the Care Act and continuing budget pressures it is an opportune time to review the structure and ensure that it meets existing requirements.

Proposed Structure

7. A review of the team has been undertaken to ensure it is aligned to meet the strategic plan objectives, legislative changes and that its resources are able to be used more effectively to enhance efficient multi-agency working with regard to safeguarding adults in Nottinghamshire.
8. The proposed structure is designed to ensure that the Safeguarding Adults Strategic Team has the skill mix and flexibility to ensure robust governance arrangements for the Local Authority and provide leadership to the Board and its constituent members.



9. Increased flexibility provides a greater likelihood of having a structure that is capable of responding to the changing agenda of the Board and its sub groups. This would be achieved by having multi-skilled Development Officers. These posts would be a better “fit” to support the Independent Chair and Board Manager to progress NSAB’s strategic plan as well as ensuring all organisations in the partnership are, and remain, Care Act compliant in relation to safeguarding. In summary, the team would be responsible for supporting the work of the NSAB to function in line with the Care Act and deliver its strategic plan; developing and maintaining safeguarding adults quality assurance processes including audits, compliance and associated support required to achieve compliance; identifying risks through audit work and management information; identifying, developing and delivering learning opportunities in relation to adult safeguarding through the delivery of a training pathway; and provide a lead role and expertise in relation to adult safeguarding for the Local Authority.
10. The Board Officer position would have the requisite knowledge of this complex subject area to provide advice and guidance to sub-groups and the Board. This post would also be responsible for liaising with partner agencies to ensure that actions are progressing and supporting the work of the Development Officers, particularly when they are undertaking Adult Social Care governance work. The increased support this resource would provide by having knowledge of the subject area would increase efficiency within the team by reducing the time managers and officers would need to spend on these tasks.
11. As the three proposed posts will not be aligned to a specialist area of the service, such as training or quality assurance, they would provide added resilience to the team and increase capacity of both the Group Manager and Board Manager. For the Group Manager, this would allow greater oversight and risk management of the service area as a whole and ensure that the local authority is, and remains, Care Act compliant in relation to safeguarding adults. For the Board Manager it would provide greater opportunities to support the Independent Chair in implementing the NSAB Strategic Plan. With greater managerial oversight from the Group Manager and Board Manager it can be ensured that the core statutory duties of the Board and local authority are met including timely completion of safeguarding adults’ reviews. The more complex work currently undertaken by the Band C Quality Assurance Manager could be undertaken by the Board Manager.
12. By reviewing the skill mix required in the way described above it provides an opportunity to achieve departmental cost savings of £4,000. This represents 2.2% of the Nottinghamshire County Council’s contribution to NSAB. This would be done by creating a new structure of two Development Officers at Band B to replace the part time Band B and full time Band C posts. In addition it would see the disestablishment of the current business support function, which would be replaced by a full-time Board Officer at Grade 5 and a 0.5 fte Business Support Officer at Grade 3.

ASCH&PP Safeguarding Governance arrangements and temporary post

13. All statutory partners have arrangements and boards to oversee their internal safeguarding arrangements. In Adult Social Care, this function is undertaken by the governance group.
14. This governance group exists to promote best practice, and ensure robust departmental processes and systems are in place to safeguard vulnerable adults. It identifies risks in relation to safeguarding and seeks to mitigate them. It takes its work from a variety of sources including safeguarding adult reviews, the legislative framework, and other reviews nationally and locally as well as the NSAB.

15. There are currently outstanding pieces of work that pose a risk to the department. This work was previously undertaken by the Safeguarding Adults Strategic Team but with a 40% reduction in staffing in 2013/14 and a growing agenda for NSAB there is no longer the capacity to provide this support. It is clear that support is required in order that the identified work is progressed.
16. It is proposed to provide some temporary additional capacity in the Safeguarding Adults Strategic Team to work with the governance group to ensure work is underway, statutory duties are complied with and systems are robust and sustainable. Specifically, in conjunction with the other members of the Safeguarding Adults Strategic Team the role would focus on:
 - creating a sustainable departmental case work audit process. This is required in order that the department can learn from cases, provide appropriate support and learning opportunities for staff and be assured that they are working in a way that reflects best practice
 - supporting departmental information requirements working with the framework team and performance team to provide monitoring information that is fit for purpose and accurate
 - fully embedding the new responsibilities in the Care Act and making sure there is full understanding and reflective practice not merely compliance
 - developing processes to ensure appropriate departmental learning opportunities which complement and align to safeguarding board training
 - creating systems to provide the department with good quality information to monitor safeguarding training uptake and ensure all members of staff receive the appropriate training
 - working with ICT colleagues to develop an ICT solution to track potential hot spots, understand the risk and enable a robust risk management process. This work is critical as we seek to identify risk and mitigate, as far as we are able, the impact at an early stage.

Other Options Considered

17. Retaining the existing structure in the Safeguarding Adults Strategic Team was considered but not felt to be an effective use of resources.

Reason/s for Recommendation/s

18. The proposed new structure of the Safeguarding Adults Strategic Team provides flexibility and resilience for NSAB and Adult Social Care and makes it fit for purpose to meet the challenges and changes arising from the Care Act and the additional pressures on management time.
19. The temporary post is required to support Adult Social Care governance work that has not been undertaken and ensure that systems are robust and sustainable. This can be funded from unallocated Care Act funds in the budget.
20. The cost savings of £4,000 represent 2.2% saving.

Statutory and Policy Implications

21. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

22. Restructure of Safeguarding Adults Strategic Team:

This is detailed below and will cost £4,000 less than the current structure so can be met within existing budgets:

- 1 FTE Group Manager, Hay Band F (SCP 56-61) (maximum £72,430 per annum)
- 1 FTE Board Manager, Hay Band D (SCP 42-4761) (maximum £52,860 per annum)
- 2 FTE Development Officers, Hay Band B (SCP 34-39) (maximum total cost of £86,793 per annum)
- 1 FTE Board Officer, Grade 5 (SCP 24-28) (maximum £31,201 per annum)
- 0.5 FTE of Business Support Officer, Grade 3 (SCP 14-18) (maximum £11,209 per annum).

23. Temporary Commissioning Officer post:

A total of £222,000 was allocated to the Multi Agency Safeguarding Hub (MASH). Out of this £136,000 has already been allocated to cover the cost of 2 FTE Social Work posts and the Designated Adult Safeguarding Manager. This means a further £85,600 remains unallocated. It is proposed that a proportion of this unallocated money is used to create a one year post:

- 1 FTE Commissioning Officer Hay Band C (SCP 39-44) (maximum £50,306.72 per annum).

Human Resources Implications

24. Prior to establishment the posts listed in the recommendations will be subject to Job Evaluation. Please note that the bands and grades of the posts listed are anticipated.
25. The disestablished posts that are not currently vacant will be subject to County Council redeployment processes.

Safeguarding of Children and Adults at Risk Implications

26. Strengthening strategic safeguarding arrangements will ensure the Council's interventions to safeguard adults at risk are proportionate and risks are identified.

Implications for Service Users

27. More effective partnership working will lead to better outcomes for service users

RECOMMENDATION/S

That:

- 1) the proposed Safeguarding Adults Strategic Team re-structure is approved; this includes the following proposals:-

The disestablishment of:

- 1 FTE Quality Assurance Manager (Hay Band C)
- 0.8 FTE Training Co-ordinator (Hay Band B)
- 0.67 FTE Business Support (Grade 2)
- 1 FTE Business Support Officer post (Grade 3)

The establishment of:

- 2 FTE Development Officer Posts (Hay Band B)
- 1 FTE Board Officer Post (Grade 5)
- 0.5 FTE Business Support Officer Post (Grade 3)

- 2) the use of unallocated budget to fund a temporary post for one year to ensure ASCH&PP safeguarding governance arrangements are fit for purpose is approved.

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Constitutional Comments (SLB 11/11/15)

28. Adult Social Care and Health Committee is the appropriate body to consider the content of this report, subject to the provisions of the Council's Employment Procedure Rules which require all reports regarding staffing structures to include HR comment and for the recognised trade unions to be consulted.

Financial Comments (KAS 09/11/15)

29. The financial implications are contained within paragraphs 22 and 23 of the report.

Background Papers and Published Documents

None.

Electoral Division(s) and Member(s) Affected

All.

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