

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

24th July 2017

Report of the Head of Service, Community Care Services Andrew Jarrett

Matter for Decision

Wards Affected:

All Wards.

SAFEGUARDING AND QUALITY TEAM STAFFING STRUCTURE

Purpose of the Report

1. The purpose of this report is to seek Members' approval to amend the permanent staffing structure of the Safeguarding and Quality Team as follows:
 - i) To create 1x 37 hour Deputy Team Manager (grade 10) post in the newly established Quality and Review Team.
 - ii) To transfer 2x 37 hour Community Social Workers(grade 8/9); and 6x 37 hour Quality and Reviewing Officers (grade 5) from the Safeguarding Team into the newly established Quality and Reviewing Team that will be line managed by the Team Manager – Conference and Review Service, within Children and Young People Services.
 - iii) To create 2x 37 hour Safeguarding Coordinator Posts (grade 9) and also amend the title of the existing permanent Deputy POVA Coordinator post to Safeguarding Coordinator within the Safeguarding Team.
 - iv) To establish 2 x 37 hour Community Social Workers (grade 8/9) within the Safeguarding Team.

Background

2. The Safeguarding and Quality Team was established in April, 2015. The team amalgamated four separate functions under a single management structure:

- Care home reviewing team
- Adult Safeguarding
- Deprivation of Liberty Safeguards assessments (DoLs)
- Deprivation of Liberty Supervisory Body role

Adult Safeguarding/ Deprivation of Liberty Safeguards Assessments

The main challenge facing the team since then is a clear lack of capacity due to a number of factors. Chief among these is the increase in DoLs referrals following what is known as the Cheshire West Ruling. Since the Cheshire West ruling in 2014 in Wales there has been a 16-fold increase from **631** applications to **10,679** applications to March 2015. In Neath Port Talbot we have gone from single figure numbers for annual referrals to **745** DoLs referrals in the latest financial year.

The Cheshire West ruling in relation to DoLs and new eligibility criteria for multi-agency safeguarding support introduced by the new Act has resulted in an evolving and increasing demand on the team. Some safeguarding teams in Wales have already recorded a significant increase in safeguarding referrals due to the new 'duty to report'. For example in Wrexham since introducing a new report form consistent with the Act they have had a 44% increase in referrals. Neath Port Talbot will shortly be launching their new reporting form and should expect similar increases in safeguarding referrals.

The new Social Services and Well-being (Wales) Act 2014 has also resulted in significant changes in relation to adult safeguarding. The new 'adult at risk' criteria has lowered the threshold for safeguarding and increased the scope to include self-neglect as a category for multi-agency support. There is also a new 'duty to report' and the introduction of Adult Protection and Support Orders (APSOs). All of these changes have meant an increased focus on safeguarding and how safeguarding is closely integrated with care management.

In March 2016 an internal audit was completed which recommended extra resources within the team; this was supported by an inspection carried out by CSSIW in January 2017 and a number of risk assessments and reviews completed by management.

Recommendation number 1 of the audit report was:

‘Senior management need to assess the current situation in relation to resources available for this function and make a decision as to what action needs to be taken to address the risks posed by the current staffing structure’.

Creating the additional permanent posts within the safeguarding structure will provide the team with the capacity and stability required to deal with the significant demands being placed upon it. Currently a number of temporary posts and secondments have been used to deal with the demands. This is inclusive of costly agency worker use which would reduce if the team is adequately resourced.

Care Home Reviewing – Quality and Review

The care home reviewing part of the existing structure has gone through substantial changes and pioneered an approach to reviewing based on the Older People’s Commissioner Report ‘A Place to Call Home?’ and the Operation Jasmine report ‘In Search of Accountability.’ Quality Reviewing Officers have embraced a new way of working that involves closely monitoring care homes in conjunction with our contracting and commissioning unit and other partner agencies. The focus has been on quality of life and improving standards and outcomes for people in care homes.

While it is recognised that all this good work has been achieved it has become increasingly evident that the remit of the current structure is too wide-ranging and there are potential conflicts of interest.

The DoLs supervisory body role and DoLs assessments should be done independently of care reviewing and this is difficult to manage without conflict when these functions sit under the same management structure.

Multi-agency adult safeguarding and coordination also has a role in carrying out investigations and highlighting practice issues. This is also difficult to achieve if it sits within the same structure as a care management/reviewing team. Therefore it is proposed that a Quality and Review Team is created independently of the Safeguarding Team. This Team will be line managed by the Team Manager, Conference and Review Service within Children’s Services which will lead to an alignment of the reviewing functions across the Directorate. The existing posts as well as a newly created Deputy Team Manager post will transfer to the new team.

Longer term there is an ambition to consider the possibility of creating a Directorate wide safeguarding team that includes children and adult safeguarding. The safeguarding adult work and DoLs functions would naturally fit into this model. However, it is recognised that the reviewing functions of the current Safeguarding and Quality Team would not. To prepare for this second phase it is necessary to establish the DoLs and adult safeguarding functions into a stable and established

team prior to considering the second phase of creating an integrated safeguarding team.

Proposal

3. Following a successful consultation process with the employees within the Safeguarding and Team the proposal is:
 - i) To create 1x 37 hour Deputy Team Manager (grade 10) post in the newly established Quality and Review Team.
 - ii) To transfer 2x 37 hour Community Social Workers(grade 8/9); and 6x 37 hour Quality and Reviewing Officers (grade 5) from the Safeguarding Team into the newly established Quality and Reviewing Team that will be line managed by the Team Manager – Conference and Review Service, within Children and Young People Services.
 - iii) To create 2x 37 hour Safeguarding Coordinator Posts (grade 9) and also amend the title of the existing permanent Deputy POVA Coordinator post to Safeguarding Coordinator within the Safeguarding Team.
 - iv) To establish 2 x 37 hour Community Social Workers (grade 8/9) within the Safeguarding Team.

Creating the additional permanent posts within the safeguarding and quality and review structures will provide the teams with the capacity and stability required to deal with the significant demands being placed upon them. It will also lead to an alignment of the reviewing functions across the Directorate.

4. Financial Impact

The cost of these changes in year 1 is £228k, this will be funded from existing Social Services budget. The safeguarding budget for 2017/18 includes £108k to part fund these changes, the additional funding required (£120k) is to be vired from the adoption budget. Savings have already been generated by the Western Bay Adoption service.

Equality Impact Assessment

5. An Equality Impact Assessment (EIA) screening form has been completed and a full EIA is not required.

Workforce Impacts

4. This will increase capacity within the establishment having a positive impact on the workforce. Creating permanent posts rather than the ongoing temporary arrangements will also help to stabilise the team and improve morale.

Legal Impacts

5. There are no legal impacts.

Risk Management

6. There are no significant risks associated with this proposal.

Consultation

7. There is no requirement under the Constitution for external consultation on this item.

Recommendations

8. It is **RECOMMENDED** that Members **APPROVE** the above changes to the Safeguarding and Quality Team.

FOR DECISION

Reasons for Proposed Decision

Creating the additional posts will ensure the Safeguarding and Quality and Review Teams have the required resources to meet the significant demands being placed upon them. Separating the teams will also ensure there is no chance of any potential conflicts of interest between the Safeguarding Team and their Quality and Review Team colleagues. It will also align the reviewing functions across the directorate. **Implementation of Decision**

This decision is for immediate implementation.

Appendices

Appendix 1 – Financial Appraisal

List of Background Papers

Equality Impact Assessment Screening Form

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