

Report of: Chief Officer – Access & Care Delivery

Report to: Director of Adult Social Services

Date: 15th February 2017

Subject: Revised staffing structure of the Leeds Safeguarding Adults Board Partnership Unit

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The Leeds Safeguarding Adults Board (LSAB) Partnership Unit was reviewed in late 2014, having been established in 2009 following a CSCI review of safeguarding services. Following a process of consultation with staff, trades unions, funding partners, Board members and the Independent Safeguarding Adults Board Chair, this presents changes to the LSAB unit for decision.
2. These changes are required partly as a response to the two reviews and the changes required by legislative changes, and partly in response to changes in funding that have been agreed by the three Clinical Commissioning Groups (CCG's) who part fund the Safeguarding Adults Board activity.
3. There are now three funding partners, the Local Authority, 3 CCGs and the West Yorkshire Police and Crime Commissioner who has agreed to part fund the board from 2016/7. This change in funding and a desire for the work of the board to be based on principles of transparency and mutual agreement has led to the need for a Memorandum of Understanding that will support future changes to funding, staffing and other areas of joint decision making.
4. The LSAB Business Unit is jointly funded, and the staffing are employed by the Council on behalf of the partnership, which results in any changes in the staffing of the unit being the responsibility of the Council. As partners in the process, the council has had to

consult extensively with funding partners and the Board as a whole in order to achieve consensus on the changes that are now presented in this report for decision.

Recommendations

The Director of Adult Social Services is recommended to approve:

5. The structural changes, outlined in this report, to staffing within the renamed LSAB Strategy Unit.
6. The development of a resource within the LSAB budget, jointly funded by LCC, CCGs and West Yorkshire Police and Crime Commissioner, that can be called off by the LSAB chair in response to emerging issues.
7. To approve the transfer of the post of Training and Development Manager and the budget to support this post from LSAB budget to LCC ASC.
8. The Chief Officer, Access & Care Delivery will implement the decision on approval

1. Purpose of the Report

- 1.1 This report outlines the background to the recent review of the LSAB Partnership Support Unit and seeks approval for the proposed changes to the staffing within the newly refreshed team, to be renamed the LSAB Strategy Unit.

2. Background Information

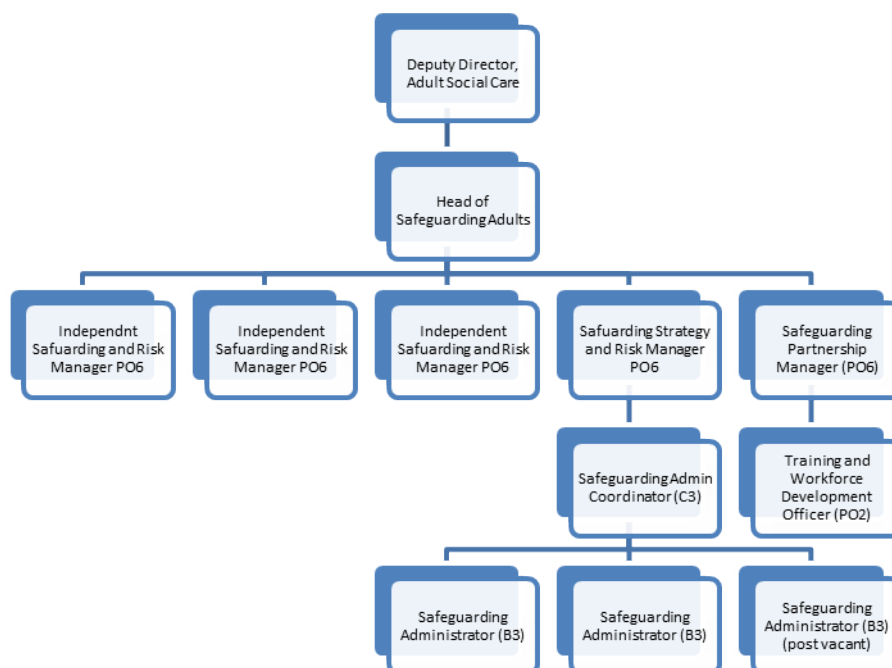
- 2.1 In 2008, Leeds was inspected by the Commission for Social Care Inspection (CSCI) and judged to be inadequate in its safeguarding arrangements, with its capacity for improvement being uncertain. The response by the Local Authority and its partners in Health and the Police was to make a significant investment in safeguarding adults work. Part of this investment resulted in the creation of the Safeguarding Adults Partnership Support Unit, which has been jointly funded by the Local Authority Adult Social Care Department and by what then were the NHS Primary Care Trusts and now the NHS Clinical Commissioning Groups.
- 2.2 In 2008-09 this investment was committed to enable the recruitment to a new post of Head of Safeguarding to provide strategic leadership on behalf of the partnership, plus three Independent Safeguarding and Risk Managers and associated administrative support. These posts augmented existing arrangements of two full time safeguarding coordinator posts, the Training and Development Officer and an administrator.
- 2.3 In late 2014 the outgoing Director of Adult Social Services requested an LGA Peer Review of safeguarding as a whole partnership agenda. A separate independent review of the Board Unit was also carried out. This report provides a response to elements of both of these reports that relate to the functioning of the unit and the support to the Board.

3. Main Issues

- 3.1 The Safeguarding Adults Partnership Support Unit received scrutiny during the LGA Peer Review and an Independent Review in 2014. These two reports have been used to undertake a review and restructure of the Unit.
- 3.2 This report addresses those concerns raised by the Peer Review in relation to the Unit. In addition, the proposed changes to the Safeguarding Adults Partnership Support Unit and consequent improvements to operational safeguarding activity within Leeds will achieve greater compliance with the Care Act 2014. It allows the embedding of approaches that make safeguarding personalised for citizens and to achieve significant improvements in service and outcomes for customers. Once the initial change to the Partnership Support Unit has been established, further work will be undertaken within Adult Social Care to develop, improve and innovate in safeguarding adults' service delivery.
- 3.3 The 3 CCGs have declared their intention to reduce funding of the unit by £92,000, bringing their spend in line with CCG spend on Leeds Safeguarding Children's Board. The reduction is affordable through the reduction in staffing outlined in this report and with the continued commitment of the local authority to commit to the current level of funding.

3.4 Current Structure

3.4.1 The following chart shows the current Partnership Support Unit structural arrangement, which was created in 2008.



The table below shows the proposed 2017/18 budget, the 2016-17 budget and spend to January (P10) and the 2015-16 outturn:

	2017/18 Budget (£)	2016/17 Budget (£)	2016/17 Actual at P10 (£)	2015/16 Actual (£)
Employees (incl non direct staffing costs)	350,179	485,300	344,998	453,180
Premises (hire of meeting rooms)	-	-	376	-
Supplies and Services	65,681	37,890	40,276	4,402
Transport	2,440	2,440	662	1,542
TOTAL EXPENDITURE	418,300	525,630	386,312	459,124
Contribution from Funding Partners	-166,690	-258,690	-424,100	-275,217
West Yorkshire Police	-26,100	-	-26,102	-
LCC Contributions	-225,510	-266,940	-266,940	-183,907
TOTAL INCOME	-418,300	-525,630	-717,142	-459,124

Note the proposed budget for 2017/18 will be approved by Full Council in February 2017.

This budget funds the staffing costs of the Unit, administrative costs (room bookings, printing, postage etc.) and the cost of Safeguarding Adults Reviews.

3.5 Proposed Changes to Structure

3.5.1 This report is recommending a number of structural changes to the structure and functioning of the Safeguarding Partnership Support Unit, including a review of staff roles. This will impact on all staff within the Partnership Support Unit.

3.5.2 Independent Safeguarding and Risk Managers (ISRM)

The case conference chairing role of the Independent Safeguarding and Risk Managers has been transferred from the unit to operational safeguarding in ASC. This role has been taken up by the Safeguarding and Risk Managers and Team Managers within Access and Care Delivery Services, as part of their current role. As a result, the three Independent Safeguarding and Risk posts will be deleted. There is currently one ISRM in post, one having taken ELI and the other has left for a new role.

3.5.3 Training and Development Officer

Consultation with the Leeds Safeguarding Adults Board (LSAB) has resulted in clear direction from the partnership that they no longer require a Training and Development role. Consultation has taken place with the post-holder. Their role will move to be managed by the Organisational Development Team and will support the delivery of ASC training and development specific to safeguarding adults.

3.5.4 Head of Safeguarding Adults

The current post of Head of Safeguarding Adults was developed in 2008/09 to bring about the change that was then necessary to the entire approach to safeguarding adults. That has been achieved and following the introduction of the Care Act 2014, the needs of both the Board and Adult Social Care as lead agency have changed and so this post in its current format will be deleted. The post holder has requested and has left under the Early Leavers Initiative.

3.5.5 Additional Posts

The remaining posts are being refocused and additional posts being created to support the work of the Board (see structure chart).

3.6 Commissioned Support

3.6.1 There is a need, at least in the short-term, for the Board to be able to commission time limited and focussed pieces of work. There is no current provision to commission specialist expertise in areas that the Board identifies as priorities. An allocation of funds would enable the Board to commission short-term pieces of work, to review practice, to make recommendations to the Board to ensure improvements. The funds available to support this intention will be the remainder of the budget once the staffing establishment has been achieved.

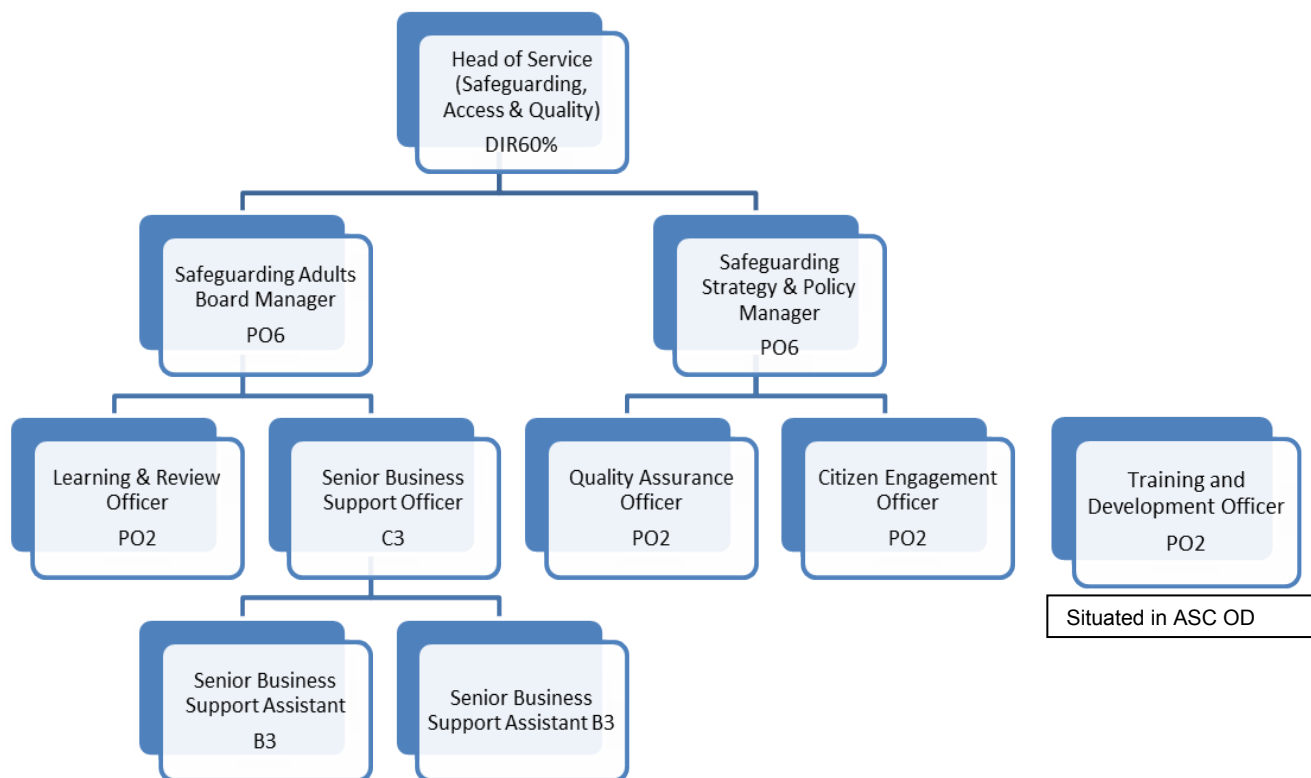
3.6.2 Initial priority areas include Citizen Engagement and Feedback and learning from Safeguarding Adults Reviews (SAR's). This would enable the board to commission an independent organisation to gain the feedback from adults at risk at the end of the safeguarding process, using telephone/face to face methods.

3.6.3 This will be commissioned in line with Council procedures; decision-making will be led by the Independent Chair with agreement of the LSAB.

3.7 Proposed New Structure

Safeguarding Strategy & Policy Unit

Proposed structure with grades



Cost of structure (based on top of scale for all posts)

Does not include the cost of the Head of Service post which is fully paid for by ASC budget

Post	Hours	Grade	Salary plus on-costs per year
Safeguarding Adults Board Manager	37	PO6	£55,958
Safeguarding Strategy & Policy Manager	37	PO6	£55,958
Learning & Review Officer	37	PO2	£41,998
Senior Business Support Officer	37	C3	£31,072
Senior Business Support Assistant	37	B3	£24,849
Senior Business Support Assistant	37	B3	£24,849
Quality Assurance Officer	37	PO2	£41,998
Citizen Engagement Officer	37	PO2	£41,998
TOTAL SALARY COST			£318,680

The actual costs in year may be less than the total indicated because some staff are working reduced hours and not all staff will be paid at the top of the grade in year.

The cost of proposed structure (including pension costs) for a full year is £347,180 for 8 FTEs. The 2016/17 staffing budget agreed in August 2016 is £482,300. Therefore overall there is a reduction in staffing costs of £135,121. Adjusting for the reduction in CCG funding and the new £26,100 contribution from the West Yorkshire Police and Crime Commissioner the net reduction in costs allows for the creation of a development fund of £27,791. Further, any underspends within the LSAB against the 2016/17 budget will be carried forward into the next

financial year, as confirmed by Corporate Financial Management and will be available to spend by the LSAB.

4. Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Consultation with the wider stakeholder groups including CCGs and West Yorkshire Police and Crime Commissioner as statutory partners and funders has been undertaken. The Independent Chair of the Board has been a fundamentally important part of this process. An initial meeting with the CCG leads was held in September 2015. Since then post holders within the CCG and priorities have changed and a further meeting with CCG and LSAB chair 30th March 2016 reached amicable agreement on the funding available and resulted in an amended version of this report that met the funding envelope available. The proposals were discussed at the previous LSAB meeting and at the recent Executive Board of the LSAB. Board gave final approval at its most recent meeting on 4th August 2016.

Trade Union and Employee Consultation

4.1.2 Informal consultation with Trade Unions on the proposed changes to the structure commenced on 16th May 2016 following discussion at the Strategic Trade Union Meeting. Further formal consultation meetings have been held with the Trade Unions in June, July and August 2016, with a final meeting being held on 19th October 2016.

4.1.3 A number of issues were raised through the consultation:

- a) query regarding the grade of the post of Quality Assurance Officer. The job description was revised and re-evaluated. The grade of PO2 was confirmed.
- b) the need for the C3 post was questioned, as only 2 staff are managed and they take day to day direction from PO6 posts at present. A view was taken that given the quantity of Safeguarding Adult reviews that are anticipated due to changes in the Care Act 2014 that this capacity is required at this level.
- c) the requirement to keep the role of independent safeguarding and risk manager was raised. The views were taken on board in relation to the need for a level of independence in the case conference chair role. This has been addressed through ensuring that operational case conference chairs are not allocated to cases from within their own business area.
- d) Trade union views on the implementation of the MSR policy were taken on board and it was decided following consultation that all three post holders at PO6 would go through the MSR policy and selection criteria process to ensure that an equitable process had been followed.
- e) the selection criteria were amended in line with feedback from the affected staff
- f) the difference between the posts at B3 and C3 was raised. This was reviewed and there are clear differences between the posts, namely the need to supervise and appraise staff and to be responsible for the overall business support provided to the unit at the C3 level.
- g) all requests for Early Leavers Initiative have been approved
- h) all staff were given the opportunity to have a one-to-one meeting with senior managers and HR during the consultation process.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An EDCl screening tool has been completed and is attached.

4.3 Council Policies and the Best Council Plan

4.3.1 These proposals contribute to the following policies and plans:

Best Council Plan 2015-20

- The Better Lives Programme
- The Breakthrough Project, Making Leeds the Best Place to Grow Old
- The Breakthrough Project, Domestic Violence and Abuse

Leeds Joint Health and Wellbeing Strategy 2016-21

- People's quality of life will be improved by access to quality services
- People will live in healthy, safe and sustainable communities

4.4 Resources and Value for Money

4.4.1 The Director of Adult Social Services has expressed her commitment to the Safeguarding Business Unit and does not wish to reduce the funding from ASC available to the board, other than the agreed move of the budget for the Training and Development Officer. The CCGs have reduced their funding by £92,000 which has resulted in the need to achieve savings through this restructure. The West Yorkshire Police and Crime Commissioner's agreement to contribute £26,000p.a. helps to offset the funding reduction.

4.4.2 The Board has decided to reinvest some of the budget made available through a reduction in senior posts into three new posts that will support the strategic direction of the Board (see structure chart at 3.7 on page 6 for details). This should result in the Board being more effective and being able to achieve its strategic priorities through drawing less on the resources of the funding authorities. As a result there are no direct savings allocated to the Local Authority.

4.4.3 This proposal is fully funded from within existing resources.

4.5 Legal implications, Access to Information and Call In

4.5.1 The decision in this report is a Significant Operational Decision and not subject to call in.

4.6 Risk Management

4.6.1 Cost of change – two post holders have been given leave to take Voluntary Early Retirement or take advantage of the Early Leaver's Initiative. This has been carried out according to an appropriate business case within the Council's terms of agreement, and both posts will be deleted on the agreement of the DASS. The development of the Memorandum of Understanding should ensure that in future there is clarity of negotiations between the partners.

5. Conclusions

5.1 The process of consultation and review has been based on the views of external parties, including the LGA Peer Review, iterative discussions with the funding partners and the Board, staff and trades unions. The new structure is affordable within the current funding

available to the LSAB and allows for a modest sum to be allocated to the Chair's discretion, with Board support, to commission individual pieces of work to support the work of the Board. The new structure is more cost effective, having reduced the level of staffing through the deletion of a Head of Service (52.5%) post and replacing with the existing PO6 posts with a slightly refocused job description. ASC is funding the Head of Service post that will be line managing the Board Strategy Unit; they will be tasked with ensuring that there is a clear line of accountability to the Board from the Strategy Unit. The new structure will ensure that the Board receives the support they need to deliver against their strategic objectives, the annual work plan and the work of each of the four sub-groups.

6. Recommendations

- 6.1 It is recommended that the Director of Adult Social Services approves the new structure for the Safeguarding Adults Board Strategy Unit.
- 6.2 To approve the transfer of the post of Training and Development Manager and the budget to support this post from LSAB budget to LCC ASC.
- 6.3 The development of a resource within the LSAB budget, jointly funded by LCC, CCGs and West Yorkshire Police Crime Commissioner, that can be called off by the LSAB chair in response to emerging issues.
- 6.4 The Chief Officer, Access & Care Delivery will implement the decision on approval

7 Background Documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.