

Merger of the Roles of Director of Children's Services and Director of Adult Social Services and the Creation of a Care, Wellbeing and Learning Directorate: Local Test of Assurance

The Statutory Guidance on the Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services 2013 states that *'it is legally permissible for the Director of Children's Services (DCS) and the Lead Member for Children's Services (LMCS) roles to be combined with other operational and political functions of the local authority. However, given the breadth and importance of children's services functions that the DCS and LMCS cover, local authorities should give due consideration to protecting the discrete role and responsibilities of the DCS and LMCS before allocating any additional functions to individuals performing these roles. In particular, local authorities should undertake a local test of assurance so that the focus on outcomes for children and young people will not be weakened or diluted as a result of other responsibilities. Given the demanding nature of the DCS and LMCS roles, local authorities should consider all aspects of any combined posts e.g. the impact on both children and adult services where there is a joint DCS and Director of Adult Social Services post (DASS).'*

The guidance stresses that *'Local authorities will, as a matter of course, want to ensure that their structures and organisational arrangements enable them to:-*

- fulfil their statutory duties effectively (including ensuring that children, young people and their families receive effective help and benefit from high educational standards locally),*
- be transparent about responsibilities and accountabilities and*
- support effective interagency and partnership working.'*

The guidance identifies the elements in the table below as being essential in assuring that effective arrangements are in place.

Essential Element of Assurance	Arrangements Proposed	Risk Areas and Mitigation	Any Additional Action Required?
<p>Clarity about how senior management arrangements ensure that the safety and the educational, social and emotional needs of children and young people are given due priority and how they enable staff to help the local authority discharge its statutory duties in an integrated and coherent way.</p>	<p>The Strategic Director Care, Wellbeing and Learning (DCWL) has overall responsibility as the DCS but is supported by the existing strong team of service directors whose roles, listed below, cover all Council responsibilities and duties in relation to children and young people:-</p> <p>Service Director - Children and Families Service Director - Early Help Service Director - Learning and Schools Service Director - Health & Social Care Commissioning (to be recruited)</p> <p>There is a requirement for the DCS to be a social work professional.</p> <p>The Principal Social Worker (PSW), a senior management post, will remain actively involved in front line service and feedback the views of</p>	<p>Risk : Capacity Given the breadth and importance of children’s services functions it is essential that there is sufficient capacity, capability and experience within the directorate to ensure all DCS duties and responsibilities are met. This is compounded by imminent and significant legislative and policy changes as well as increases in demand arising from demographic pressures.</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • The DCS being a social care professional • The continuity of the discrete service director roles, which together assume responsibility for all DCS duties in relation to children and young people. • All existing service directors have a relevant 	<p>Plans are in place to ensure the ongoing monitoring and scrutiny of the effectiveness of senior management arrangements.</p> <p>Early and proactive succession planning has ensured that all future senior managers have the breadth of expertise and experience necessary to deliver the potential benefits from combining the roles.</p> <p>Any changes to the structure of the senior management team should be planned in a transitional way, ensuring that necessary expertise is built up as appropriate.</p> <p>The DCWL will hold regular face to face meetings with the PSW to maintain an effective direct line of communication between qualified front line staff and senior management.</p> <p>The DCWL will continue to</p>

	<p>qualified operational staff to all levels of management.</p> <p>The DCWL will also have, as direct report a Service Director, Adult Social Care and the Director of Public Health.</p> <p>The DCWL will hold weekly management meetings with his/her full team of service directors ensuring more convergent approaches across all adult, children's and public health services in respect of areas such as safeguarding.</p>	<p>professional background in their key areas of responsibility as well as the experience and skills necessary to perform their roles.</p> <ul style="list-style-type: none"> • The PSW role will champion best practice and ensure social workers have their voices heard at the highest level of management. • The integration of children and adult services' management teams means that the management structure has an appropriate focus on both children and adult services. • The Cabinet Member for Children and Young People will continue as a discrete role providing strong, strategic leadership, support and challenge. Regular, fortnightly portfolio 	<p>explore and welcome opportunities for peer led challenge and review.</p>
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		<p>meetings will be held in relation to children and young people, adult social care, and health and wellbeing. Each meeting will be attended by the three portfolio holders who will ensure that their own particular area of responsibility is appropriately addressed and that all services falling within the DCWL's remit remain focused appropriately on safeguarding both children and adults.</p> <ul style="list-style-type: none"> • Peer led challenge and review where opportunities arise through the LGA Improvement Framework. 	
<p>Clarity about how the local authority intends to discharge its children's services functions and be held accountable for them from political, professional, legal and corporate perspectives (including where, for example, services are</p>	<p>Robust commissioning and contract monitoring arrangements across CWL have been put in place to ensure that where commissioned services are being delivered to support children and their families</p>	<p>Risk: Because of the scale of the role the DCWL is unable to keep abreast of all issues/developments arising in relation to both children and adult services.</p> <p>This risk is mitigated by the</p>	<p>The DCWL will ensure clear communication with stakeholders and partners to ensure that the role, purpose and governance arrangements of the directorate are clearly articulated.</p>

<p>commissioned from external providers or mutualised in an arms length body).</p>	<p>these are of consistent high quality and lead to improved outcomes.</p> <p>Moving forward children, adults and public health commissioning will be brought together. This will enable the Council to consider needs and strategic commissioning across the life course, including a focus on streamlining transitions between children and adults.</p> <p>The DCWL will ensure that the profile of children's services remains high on the Council agenda. They will report directly to the Chief Executive and report relevant issues to the Council's Corporate Management Team (which includes the Council's Monitoring Officer and the Section 151 Officer).</p> <p>Accountability from a political point of view is through:</p> <ul style="list-style-type: none"> • The role of the Cabinet Member for Children 	<p>following:</p> <p>Maintaining the checks and balances already in place that provide assurance on safeguarding and improving the wellbeing of children including:</p> <ul style="list-style-type: none"> • Regular senior management meetings with full and effective sharing of issues with the DCWL • The annual accountability conversation between the DCS, the independent chair of the Local Safeguarding Children Board (LSCB), the Chief Executive and the Cabinet Member for Children and Young People. • Regular reports to the LSCB and the LSCB annual report on safeguarding. • Internal audit. 	<p>The DCWL will support and ensure that the Health and Well-Being Board, the Children's Trust Board and the Safeguarding Children and Adults' Boards have a clear governance and assurance role.</p>
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	<p>and Young People.</p> <ul style="list-style-type: none"> • Scrutiny provided by the Families and Corporate Parenting Overview and Scrutiny Committees. • Established 'call-in' arrangements. <p>Service director roles are clearly articulated and are designed to ensure a strong focus on outcomes for children and young people.</p> <p>All staff, including service directors, have job profiles. Roles and responsibilities are reinforced through the Council's appraisal and development arrangements which emphasise competencies in all relevant areas.</p> <p>Social workers must adhere to the standards produced by their statutory regulator, the Health and Care Professions Council in relation to</p>	<ul style="list-style-type: none"> • Regular reports from the Independent Reviewing Officer (IRO) Service including the annual report. • Scrutiny provided through Families and Corporate Parenting Overview and Scrutiny Committees. • A Quality Assurance Unit has been established to provide comprehensive and robust performance management information and analysis with monthly reporting to senior managers and partnership boards to assure them of the effectiveness of services regarding the wellbeing and safeguarding of children within Gateshead. • Regular statutory reporting of performance and delivery to national 	
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	<p>proficiency and conduct, performance and ethics.</p> <p>The College of Social Work has developed a Professional Capabilities Framework which managers use to challenge and assess social worker competencies.</p> <p>A well established and close working relationship with legal services ensures legal support, advice and representation is provided as appropriate.</p> <p>The Monitoring Officer has a statutory duty to highlight any potentially unlawful decisions or activity.</p>	<p>bodies including Ofsted, the Departments for Education and Health, the NHS and the Social Care Information Centre. The recent Ofsted inspection judged the service as “good” with “good” leadership, management and governance</p> <ul style="list-style-type: none"> • Membership of the Association of Directors of Children’s Services (ADCS) including the virtual college development programme. • Joint meetings regionally of DCS’ and DASS’ providing an effective network for the sharing of knowledge and best practice. • Regional collaboration and benchmarking. • Peer led challenge and review where 	
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		opportunities arise.	
<p>The seniority and breadth of responsibilities allocated to individual post holders and how this impacts on their ability to undertake those responsibilities (especially where a local authority is considering allocating any additional functions to the DCS post).</p>	<p>The DCWL will have full responsibility for adults and children's services and Public Health.</p> <p>The DCWL will be responsible for strategic leadership.</p> <p>Functional and operational management will be at service director level. The key areas of responsibility of the existing service directors will ensure all responsibilities can be discharged at an appropriate senior level.</p>	<p>Risk: The breadth of responsibility will impact on the capacity of the DCWL to have a clear overview of the nature and quality of services being delivered.</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • The quality of the senior managers at service director level and the regular reporting mechanism in place for the DCWL and his/her management team. • Clarity of roles and responsibilities is derived from comprehensive job profiles which include reasonable breadths of responsibilities. • Access to a suite of qualitative and audit information that provides a clear line of 	<p>The DCWL has put in place effective succession planning to ensure that all future service directors have the necessary expertise and experience to assume full responsibility for their key areas of work.</p> <p>Senior management arrangements will be scrutinised and reviewed on a regular basis to ensure that the delegation of functions to the senior management team remains appropriate and that service director workloads are manageable.</p> <p>The DCWL will fully utilise the Council's appraisal and development arrangements to ensure that senior managers update their skills as appropriate (including a comprehensive training programme) and remain focused on outcomes for children and young people.</p>

		<p>sight to frontline practice and on partners' perceptions of the Council's capacity to provide strong and effective leadership, ensuring that children are safeguarded and their wellbeing enhanced.</p> <ul style="list-style-type: none"> • Peer review and challenge where opportunities arise. 	
<p>The involvement and experiences of children and young people in relation to local services.</p>	<p>Ofsted's regulatory framework for the inspection of Children's Services cites as critical to its judgement of overall effectiveness that</p> <p><i>'The views and experiences of children, young people and their families are at the centre of service design and influence development and strategic thinking.'</i></p> <p>Children and young people are closely involved in planning services and the DCWL will ensure that a clear focus on the involvement of</p>	<p>Risk: Given the breadth of his/her responsibilities the DCWL may lose sight of the part played by children and young people in relation to local services</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • Oversight of the involvement of children and young people is regularly provided through management, the Quality Assurance Unit, the LSCB, the Children's Trust Board 	

	<p>children and young people is maintained.</p> <p>Children and young people's involvement includes:</p> <ul style="list-style-type: none"> • Attending or feeding views into any reviews or care planning meetings. • Completing questionnaires for consideration and action by the performance clinic, chaired at service director level. • Attendance twice yearly at the Corporate Parenting OSC. • Attendance or representation through the Children's Rights Officer, at the Corporate Parenting Partnership. • Children and young people's complaints 	<p>and the Corporate Parenting and Families OSCs.</p> <ul style="list-style-type: none"> • Systems for capturing and collating the views of children and young people are embedded and work on this issue has been considered and endorsed by Ofsted. • Peer review and challenge where opportunities arise. 	
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	<p>and compliments are fed into an annual report which is considered by the Cabinet, the Families OSC and senior management.</p> <p>These arrangements will continue to be managed at service director level.</p>		
<p>Clarity about child protection systems, ensuring professional leadership and practice is robust and can be challenged on a regular basis, including an appropriate focus on offering early help and working with other agencies in doing so.</p>	<p>Child protection systems will continue to be led at service director level.</p> <p>Comprehensive policies and procedures are in place including robust policies about early help and prevention. Policies are adhered to and regular scrutiny across all areas is provided through management, the Quality Assurance Unit, the LSCB and the Children’s Trust Board.</p> <p>Clear thresholds and referral pathways are in place and will continue to be monitored through clear and strong partnership arrangements.</p>	<p>Risk: That given the breadth of his/her responsibilities the DCWL is unable to provide the level of leadership and challenge required in relation to the child protection systems.</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • Experience, knowledge and leadership skills of the DCWL • The strong leadership and experience of existing service directors. • Robust partnership arrangements are in place with full 	<p>The DCWL will have regular face to face meeting with relevant service directors and the PSW to ensure that the existing child protection arrangements are fit for purpose, including best practice in the profession, and are subject to appropriate challenge.</p> <p>The DCWL will meet regularly with relevant partners to ensure partner arrangements continue to be robust and provide appropriate challenge to child protection arrangements.</p> <p>The DCWL will receive regular reports in relation to</p>

	<p>'Children Gateshead', the plan for children, young people and families 2014-17 has been developed by the partner organisations that form Gateshead's Children's Trust. It sets out the principles, priorities, and vision for children in Gateshead and will continue to inform how partners will work together to improve outcomes for children young people and their families.</p>	<p>cooperation from senior officers across all relevant agencies. (Duty to co-operate under section 10 of the Children Act 2004).</p> <ul style="list-style-type: none"> • The PSW will continue to provide professional leadership and challenge to social work staff. • Peer review and challenge where opportunities arise. • Scrutiny provided through Families and Corporate Parenting Overview and Scrutiny Committees. • The Cabinet Member for Children and Young People will continue as a discrete role providing strong, strategic leadership, support and challenge. 	<p>the delivery of 'Children Gateshead' and its impact on the outcomes for children and young people.</p>
<p>The adequacy and effectiveness of local partnership arrangements e.g.</p>	<p>Local partnership arrangements are well</p>	<p>Risk: Given the number of partnership boards/arrangements in relation</p>	<p>The DCWL will review all partnership activity, including statutory requirements for</p>

<p>the local authority's relationship with schools, the LSCB, the courts, the children's trust cooperation arrangements, Community Safety Partnerships Health and Well Being Boards, Youth Offending Team Partnerships, Police, Probation, Multi-agency Risk Assessment conferences and their respective accountabilities</p>	<p>established and will continue.</p> <p>The DCWL will attend meetings as necessary whilst ensuring that all partnership arrangements and boards continue to be managed at service director level.</p> <p>A protocol has been developed for the LSCB and the Children's Trust Board setting out their distinct roles and clarifying how and on what basis they will collaborate and how they will ensure there is clarity about local accountability for safeguarding children and families in Gateshead.</p> <p>The DCWL is and will remain a statutory member of the Health and Wellbeing Board and will ensure the interests of both children and adults are met. In particular, the risks associated with the transition from child to adulthood Well established meetings with head teachers and chairs of governors will continue as will meetings with the Diocese</p>	<p>to both children and adult services there is a risk that the DCWL is unable to appropriately balance service management with the strategic partnership work.</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • The continued appropriate delegation of partnership activity to experienced service directors as appropriate. • Continuation of key personnel means roles and accountabilities are clearly articulated and understood. • There are clear governance structures and terms of reference for all partnership boards and multi-agency forums including reporting mechanisms. • Peer review and challenge where 	<p>representation, to ensure appropriate involvement at a senior level.</p> <p>The DCWL will have regular one to one meetings with service directors to ensure they are kept abreast of partnership activity.</p>
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	<p>and voluntary aided schools.</p> <p>Ofsted's inspection of services for children in need of help and protection, children looked after and care leavers undertaken in November 2015 found that</p> <p><i>"There is strong corporate commitment to safeguarding and improving outcomes for all children and young people in the borough. Political leaders and elected members led by the Chief Executive are good advocates for vulnerable children and young people.'</i></p> <p><i>The Strategic Director, Care, Wellbeing and Learning is' effectively supported by the Chief Executive, members and other directorates within the Council, and a strong, cohesive senior management team'.</i></p> <p><i>'Governance is strong and solid foundations are in place for taking services forward'.</i></p> <p><i>'Plans are well aligned to other strategic plans such as the Children's Trust and the Health and Wellbeing Board as part of an overarching</i></p>	<p>opportunities arise.</p>	
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	<i>shared strategic vision</i> '. These arrangements will continue.		
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It is proposed the operational and strategic effectiveness of these assurance arrangements will be scrutinised at a joint meeting of the Care, Health & Wellbeing and Families OSCs twelve months after their implementation. This will enable the Council to satisfy itself that the arrangements are robust and that the Council continues to meet its statutory obligations in relation to children and young people.

Statutory Guidance and Best Practice Guidance on the Role of the Director of Adult Social Services May 2006 also states that it is legally permissible for the role of the DASS to be combined with other operational functions of the local authority. There is no specific recommendation for a local test of assurance, however, the guidance warns that *'In broadening the role beyond the DASS function it is essential that the role retains sufficient personal focus on adult social care'* and *'It is vitally important that the needs of adults from all disadvantaged groups and those needing support in society are given equal weight with the needs of children'*.

The elements in the table below are considered essential in assuring that effective arrangements are in place in relation to adult services.

Clarity about how the senior management arrangements ensure that the protection of vulnerable adults is given due priority and how they enable staff to discharge their duties in relation to such protection in an integrated and coherent way.	The interim DCWL is a social care professional with considerable experience as a DASS and DCS. The DCWL will retain overall responsibility for leading and ensuring effective and qualitative adult social care services in line with statutory guidance. This focus will continue. They are supported by a strong team of service directors whose roles in relation to adult social care	Risk : Capacity Given the breadth and importance of adult social care functions it is essential that there is sufficient capacity, capability and experience within the directorate to ensure all DASS duties and responsibilities are met. This is compounded by significant changes in legislation and policy	Plans are in place to ensure the ongoing monitoring and scrutiny of the effectiveness of senior management arrangements. Early and proactive succession planning will ensure that all future senior managers have the breadth of expertise and experience necessary to deliver the potential benefits from combining the roles.
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	<p>are:</p> <ul style="list-style-type: none"> • Service Director – Health and Social Care Commissioning and Quality Assurance. • Service Director - Adult Social Care. • The Director of Public Health. <p>The Principal Social Worker (PSW), an established senior management post within the service, will remain actively involved in front line service and feedback the views of qualified operational staff to all levels of management.</p> <p>The Quality Assurance Unit will focus on quality, policy and performance across CWL</p> <p>The DCWL will have already well established service director support in relation to their responsibilities as DCS/DASS.</p>	<p>together with increases in demand due to demographic pressures.</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • The continuity of the discrete service director roles, • • All service directors and the Director of Public Health have a relevant professional background in their key areas of responsibility as well as the experience and skills necessary to perform their roles. • The PSW role will champion best practice and ensure social workers have their voices heard at the highest level of management. • The integration of the management teams 	<p>The DCWL will hold regular face to face meetings with the PSW to maintain an effective direct line of communication between professionally qualified social workers and senior management.</p>
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	<p>The DCWL will hold weekly management meetings with the full team of service directors enabling them to ensure that all social care needs of local communities are given equal emphasis and are managed in a co-ordinated way.</p>	<p>ensures a more holistic approach to meeting the care and health needs of all adults and children across the Borough.</p> <ul style="list-style-type: none">• The Cabinet Members for Adult Social Care and Health and Wellbeing will continue as discrete roles providing strong, strategic leadership, support and challenge. Regular, weekly portfolio meetings will be held in relation to adult social care, health and wellbeing and children and young people. Each meeting will be attended by the three portfolio holders who will ensure that their own particular area of responsibility is appropriately addressed and that	
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		<p>all services falling within the DCWL's remit remain focused appropriately on safeguarding both adults and children.</p> <ul style="list-style-type: none"> Peer led challenge and review where opportunities arise through the LGA Improvement Framework. 	
<p>Clarity about how the local authority intends to discharge its adult services functions and be held accountable for them from political, professional, legal and corporate perspectives (including where, for example, services are commissioned from external providers or mutualised in an arm's length body).</p>	<p>The integrated robust commissioning and contract monitoring arrangements will ensure that where commissioned services are being delivered to support vulnerable adults and their carers these are of consistent high quality and lead to improved outcomes.</p> <p>Existing systems for the protection of vulnerable adults and wider service user assessment and care management arrangements will continue.</p> <p>The DCWL will ensure that</p>	<p>Risk: Because of the scale of the role the DCWL is unable to stay abreast of all issues/developments in relation to both children and adult services.</p> <p>This risk is mitigated by the following:</p> <p>Maintaining the checks and balances already in place that provide assurance on safeguarding and improving the wellbeing of adults including:</p> <ul style="list-style-type: none"> Regular senior management 	<p>The DCWL will ensure clear communication with stakeholders and partners to ensure that the role, purpose and governance arrangements directorate are clearly articulated.</p> <p>The DCWL will support and ensure that the Health and Wellbeing Board (HWB) and the Safeguarding Adult Board (SAB) maintain clear governance and assurance roles.</p>

	<p>the profile of adult care remains high on the Council agenda. He/she will report directly to the Chief Executive and report relevant issues to Strategy Group.</p> <p>Accountability from a political point of view will continue through:</p> <ul style="list-style-type: none"> • The role of the Cabinet Members for Adult Social Care and Health and Wellbeing. • Scrutiny provided by the Care, Health and Wellbeing, Families and Community Safety Overview and Scrutiny Committees. • Established 'call-in' arrangements. <p>Service director roles are clearly articulated and are designed to ensure a strong focus on outcomes for vulnerable adults.</p>	<p>meetings with full and effective sharing of issues with the DCWL.</p> <ul style="list-style-type: none"> • Regular reports to the SAB including the annual report on safeguarding. • Internal audit. • The Quality Assurance Unit • Scrutiny provided by the Care, Health and Wellbeing, Families and Community Safety Overview and Scrutiny Committees. • Comprehensive and robust performance management arrangements with regular reporting to senior managers and partnership boards to assure them of the effectiveness of services regarding 	
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	<p>All staff, including service directors, have job profiles. Roles and responsibilities are reinforced through the Council's appraisal and development arrangements which emphasise competencies in all relevant areas.</p> <p>Social workers must adhere to the standards produced by their statutory regulator, the Health and Care Professions Council in relation to proficiency and conduct, performance and ethics.</p> <p>The College of Social Work has developed a Professional Capabilities Framework which managers can use to challenge and assess social worker competencies</p> <p>A dedicated solicitor for adult social care within the Council's legal service ensures legal support, advice and representation is provided as appropriate.</p>	<p>the wellbeing and safeguarding of adults within Gateshead.</p> <ul style="list-style-type: none"> • Regular statutory reporting of performance and delivery to national bodies including CQC, the Departments for Education and Health, the NHS and the Social Care Information Centre. • Membership of the Association of Directors of Adult Social Services (ADASS) including the virtual college development programme. • Joint meetings regionally of DASS' and DCS' providing an effective network for the sharing of knowledge and best 	
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	<p>The Monitoring Officer has a statutory duty to highlight any potentially unlawful decisions or activity.</p>	<p>practice.</p> <ul style="list-style-type: none"> • Regional collaboration and benchmarking. • Peer led challenge and review where opportunities arise. 	
<p>The seniority and breadth of responsibilities allocated to individual post holders and how this impacts on their ability to undertake those responsibilities</p>	<p>The DCWL will have full responsibility for adult and children's services and Public Health</p> <p>The DCWL will be responsible for strategic leadership ensuring that both within the Council and amongst partnership agencies there is a real and sustainable focus on adult social care.</p> <p>Functional and operational management will be maintained at service director level. This strong team will provide capacity to ensure all responsibilities can be discharged at an appropriate senior level.</p>	<p>Risk: The breadth of responsibility will impact on the capacity of the DCWL to have a clear overview of the nature and quality of services being delivered.</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • The quality of the senior managers at service director level and the regular reporting mechanisms in place for the DCWL and his/her management team. • Access to a suite of 	<p>The DCWL has put in place effective succession planning to ensure that all future service directors have the necessary expertise and experience to assume full responsibility for their key areas of work.</p> <p>Senior management arrangements will be scrutinised and reviewed on a regular basis to ensure that the delegation of functions to the senior team remains appropriate and that service director workloads are manageable.</p> <p>The DCWL will fully utilise the Council's appraisal and development arrangements to ensure that senior managers update their skills as appropriate</p>

		<p>qualitative and audit information that provides a clear 'line of sight' to frontline practice and on partners' perceptions of the Council's capacity to provide strong and effective leadership ensuring that vulnerable adults are safeguarded and their wellbeing enhanced.</p> <ul style="list-style-type: none"> • Peer led challenge and review where opportunities arise. 	<p>(including a comprehensive training programme) and remain focused on outcomes for vulnerable adults.</p>
<p>The involvement and experiences of service users in relation to local services</p>	<p>Service users and carers are involved in planning and directing services and the DCWL will ensure that a clear focus on their involvement is maintained.</p> <p>Service user and carer feedback is an essential strand of the coproduction of new plans, policies, procedures and promotional literature. They are involved in</p>	<p>Risk: Given the breadth of his/her responsibilities the DCWL may lose sight of the part played by service users and carers in relation to the design and delivery of local services.</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • Oversight of the involvement of 	

	<p>the following ways:</p> <ul style="list-style-type: none"> • Attending or feeding views into any review or care planning meetings. • The completion of carers' and other national user surveys. • The contract monitoring framework which includes provision for service user and carer feedback. • Reporting against ASCOF and Better Care Fund indicators. • Service user involvement in partnership arrangements including the Learning Disability, Carers and Physical Disability and Sensory Improvement and Older People partnerships. • Inclusive scrutiny 	<p>service users and carers is regularly provided through management, the SAB and the Families, Care, Health and Wellbeing and Community Safety OSCs.</p> <ul style="list-style-type: none"> • Systems for capturing and collating the views of service users and carers are well embedded and effectively managed by service directors. 	
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	<p>arrangements.</p> <ul style="list-style-type: none">• Service user involvement on the Health and Wellbeing Board.• Health Watch who feed views into the Council's decision making bodies.• The user and carer forum for more specialised areas of consultation and feedback e.g. autism.• Service improvement groups within the adult care and housing sectors.• Through peer review and challenge where opportunities arise.• Service user and carers' complaints and compliments are fed into an annual report which is considered by		
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	<p>the Cabinet, the Families OSC and senior management.</p> <p>These arrangements will continue to be managed at senior manager level.</p>		
<p>Clarity about adult protection systems ensuring professional leadership and practice is robust and can be challenged on a regular basis, including an appropriate focus on offering early help and working with other agencies in doing so</p>	<p>Adult protection systems will continue to be led at service director level.</p> <p>Comprehensive policies and procedures are in place.</p> <p>Policies are adhered to and regular scrutiny across all areas is provided through management and the SAB including file audits by the independent chair of the SAB.</p> <p>Clear thresholds and referral pathways are in place and will continue to be monitored through clear and strong partnership arrangements including those detailed in the Community Safety Board Plan and the SAB Annual Report and Strategic Plan.</p>	<p>Risk: That given the breadth of his/her responsibilities the DCWL is unable to provide the level of leadership and challenge required in relation to adult protection systems.</p> <p>This risk is mitigated by the following;</p> <ul style="list-style-type: none"> • The strong leadership and experience of existing service directors. • Robust partnership arrangements are in place with buy in from senior officers across all agencies. • The PSW will continue to provide 	<p>The DCWL will have regular face to face meetings with relevant service directors and the PSW to ensure that the existing adult protection arrangements are fit for purpose, including best practice in the profession, and are subject to appropriate challenge.</p> <p>The DCWL will meet regularly with relevant partners to ensure partner arrangements continue to be robust and provide appropriate challenge to adult protection arrangements.</p> <p>The DCWL will receive regular reports in relation to the delivery of the Community Safety and SAB Strategic Plans.</p>

		<p>professional leadership and challenge to qualified social work staff.</p> <ul style="list-style-type: none"> • Peer led review and challenge where opportunities arise. 	
<p>Clarity about responsibility for services for adults ensuring professional leadership and practice is robust and can be challenged on a regular basis, including an appropriate focus on:</p> <ul style="list-style-type: none"> • offering clarity about care planning and delivery and • offering timely help, and working in collaboration with other agencies. 	<p>Delivery will continue to be led at service director level, with strategic oversight by the DCWL.</p> <p>Adult social care standards have been produced and approved by Cabinet. These standards will form the basis for ensuring that eligibility and other key legislative and policy requirements are met.</p> <p>A quality assurance framework has been developed to ensure effective delivery of the standards.</p> <p>Regular scrutiny across all areas is provided through management and the SAB</p> <p>Adherence to policy and best</p>	<p>Risk: That given the breadth of his/her responsibilities the DCWL is unable to provide the level of leadership and challenge required in relation to systems for care planning and delivery.</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • The strong leadership and experience of existing service directors. • The PSW will continue to provide professional leadership and challenge to qualified social work staff. 	

	<p>practice will continue to be monitored through clear and strong partnership arrangements including those detailed in the Community Safety Board Plan and the SAB Annual Report and Strategic Plan.</p>	<ul style="list-style-type: none">• The quality assurance framework.• Robust partnership arrangements are in place with buy in from senior officers across all agencies.• Peer led review and challenge where opportunities arise.• Scrutiny provided by the Care, Health and Wellbeing, Families and Community Safety Overview and Scrutiny Committees.• The Cabinet Member for Adult Social Care and Health and Wellbeing will continue as discrete roles providing strong, strategic leadership, support and challenge.	
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<p>The adequacy and effectiveness of local partnership arrangements e.g. the local authority's relationship with Health, the Police, Community Safety Partnerships, Health and Well Being Partnerships, Health and Well Being Boards, Multi Agency Risk Assessment conferences and their respective accountabilities.</p>	<p>Local partnership arrangements are well established and will continue.</p> <p>The DCWL will attend meetings as necessary whilst ensuring that all partnership and boards continue to be managed at senior manager level</p> <p>The DCWL will remain committed to partnership working in a range of forums.</p> <p>The Community Safety Partnership and associated partnership governance forums as they relate to community safety will continue including, multi-agency public protection arrangements, multi-agency risk assessment conferences and all other interagency arrangements.</p> <p>The DCWL will continue to attend the SAB maintaining oversight of the safeguarding activity across the Borough.</p> <p>The DCWL is and will remain</p>	<p>Risk: Given the number of partnership boards/arrangements in relation to both adults and children there is a risk that the DCWL is unable to appropriately balance service management with the strategic partnership work.</p> <p>This risk is mitigated by the following;</p> <ul style="list-style-type: none"> • The continued appropriate delegation of partnership activity to experienced senior managers as appropriate. • Continuation of key personnel means roles and accountabilities are clearly articulated and understood. • There are clear governance structures and terms 	<p>The DCWL will review all partnership activity, including statutory requirements for representation, to ensure appropriate involvement at a senior level.</p> <p>The DCWL will have regular meetings with senior managers to ensure they are kept abreast of partnership activity.</p>
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	<p>a member of the Health and Wellbeing Board and will ensure the interests of both children and adults are met. In particular the risks associated with the transition from child to adulthood</p> <p>The DCWL will continue to attend regional ADASS meetings to keep abreast of local and national issues, priorities and requirements.</p>	<p>of reference for all partnership boards and multi-agency forums, including reporting mechanisms.</p>	
<p>Clarity about financial arrangements and safeguards in place to ensure that budgets are appropriately apportioned and delegated to ensure that statutory obligations in relation to both adult and children services can be met.</p>	<p>Budgets will continue to be managed at service director level with strategic oversight by the DCWL.</p> <p>Separate group accountants will continue to offer support in relation to the monitoring and review of children and adult budgets.</p> <p>Adult and Children's Social Care Financial Strategies have been developed and approved and performance against the strategies is reported to Cabinet through revenue monitoring reports.</p>	<p>Risk: Given the size of his/her budget the DCWL will struggle to maintain control of the overall spend across the directorate and that there is a disproportionate amount of the budget spent on either children or adult services.</p> <p>This risk is mitigated by the following:</p> <ul style="list-style-type: none"> • The experience of service directors in managing high level budgets. • The retention of separate group 	<p>The DCWL should ensure that budget monitoring remains a priority and that service directors report their budget performance to them directly.</p>

		<p>accountants to oversee and advise in relation to the discrete areas of children and adult services.</p> <ul style="list-style-type: none">• Attendance by group accountants at the DCWL's weekly management meetings.• Monthly budget monitoring meetings with service managers and group accountants resulting in written reports to the DCWL which are considered at the weekly management meetings.• Political challenge from Cabinet Members for Adult Social Care, Health and Wellbeing, and Children and Young People.	
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		<ul style="list-style-type: none"> • Internal audit will continue to ensure compliance with financial regulations. • Revenue monitoring reports to Cabinet. 	
<p>Clarity about how the new regime and responsibilities introduced by the Care Act 2014 will be implemented and embedded across the Council.</p>	<p>An implementation group has been established and is chaired by the DCWL. This will continue.</p> <p>A Care Act tracker is in place which highlights and rag rates the implications of the various sections of the Act as they come into force.</p> <p>The Care Act is a standing agenda item on the management meetings of both service directors and both have identified Care Act leads to cover all aspects of the new legislation and guidance.</p> <p>The Health and Wellbeing Board and the SAB both receive updates in relation to the legislation and will</p>	<p>Risk: That given the breadth of his/her responsibilities the DCWL will have insufficient time to understand the full operational and budgetary implications of the Care Act 2014 and, therefore, to ensure its effective implementation</p> <p>This risk is mitigated by the following :</p> <ul style="list-style-type: none"> • The establishment of an implementation group which the DCWL will continue to chair. • The scrutiny role of the Health and Wellbeing Board and the SAB. 	<p>The DCWL will ensure that politicians and chief officers are informed of the implications of the Care Act as it is implemented.</p> <p>The DCWL will factor the implications of the Care Act into any changes they make in relation to staffing roles and structures to ensure that the new regime and responsibilities of the Act can be effectively implemented and embedded.</p>

	<p>oversee and scrutinise its implementation.</p> <p>Regionally an ADASS Care Act group has been established to share expertise and best practice in relation to implementation of the Act.</p> <p>The PSW has connections at a national level through involvement in the national PSW network which is proactive in informing and advising on the implications of the legislation.</p> <p>Gateshead is an active participant in the development of guidance in relation to the Act through the Department of Health.</p> <p>The group accountant for adult social care is working proactively to understand and model the financial implications for service delivery in Gateshead.</p> <p>Legal services are working closely with the group to</p>	<ul style="list-style-type: none"> • Political scrutiny and challenge through the Cabinet Members for Adult Social Care and Health and Wellbeing. • Regional collaboration including the ADASS Care Act group. • Involvement with the national PSW network • Work with the Department of Health to inform guidance in relation to the Act. • Strategy group and political oversight. • Early and proactive involvement of the group accountant and legal services. 	
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	advise on legal and policy implications of the legislation.		
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It is proposed the operational and strategic effectiveness of these assurance arrangements are scrutinised at a joint meeting of the Care, Health & Wellbeing and Families OSCs twelve months after their implementation. This will enable the Council to satisfy itself that the arrangements are robust and that the Council continues to meet its statutory obligations in relation to vulnerable adults.