

14 September 2020**Agenda Item: 9****REPORT OF THE SERVICE DIRECTOR, AGEING WELL COMMUNITY
SERVICES****REVIEW OF THE STAFFING STRUCTURE WITHIN ADULT SOCIAL CARE****Purpose of the Report**

1. The report provides an update on the 1st September 2020 implementation of the new Adult Social Care staffing structure and seeks approval to convert some of the existing vacant Promoting Independence Worker posts within the new Maximising Independence Service into a Senior Practitioner Occupational Therapy or an Advanced Social Work Practitioner post.

Information

2. On 11th November 2019, the Adult Social Care and Public Health Committee gave approval, subject to detailed consultation with employees and their recognised representatives, for a revised departmental staffing structure for the Adult Social Care Department.
3. Following a period of consultation with staff and their representatives between 11th November and 19th December 2019 a final structure, taking into account feedback from staff, was confirmed on 20th January 2020. The structure was populated using the Council's agreed employment policies and procedures and implementation had been due to commence from April 2020.
4. In order to allow the Department to focus on the emergency response to the Covid-19 pandemic, a decision was taken in mid-March 2020 to delay the go live date for the new staffing structure. Following a review by the Department's Senior Leadership Team in June 2020 a decision was taken to implement the new structure from September 2020.
5. The main changes being introduced from 1st September 2020 are that:
 - a. the new structure introduces a new service, the Maximising Independence Service, which will bring together the Adult Access Service, Short Term Assessment and Reablement Teams (START), the Nottinghamshire Enabling Service (NES), the Co-production, Benefits Advice and 'i-work' teams. The service, which will operate on a place-based model with a consistent offer in the south, north and middle of the County,

will focus on supporting people to resolve their needs at the earliest opportunity through information, advice and guidance or short-term support and goal settling.

- b. the Younger Adult learning disability, physical disability, Asperger's and mental health teams are combining into one Living Well Community Team for each district. The Living Well teams will work with working age people with complex or long-term health conditions in their local communities, to support them to remain as healthy and independent as possible.
 - c. there will be one Ageing Well (previously Older Adult) Community Team for each district. The Ageing Well Teams will work with people aged over 65 years who have complex support needs.
 - d. within the Ageing Well structure, four geographically based Discharge to Assess teams are being introduced to better support people to access timely and appropriate support to regain confidence and skills following a stay in hospital.
6. Not all the Department's teams have been included within the scope of this review exercise because it was recognised that different approaches to service review were required for some areas. Therefore, no changes are being implemented from the 1st September 2020 to the internal day and residential services, County Horticulture, Deprivation of Liberty Safeguards or Adult Care Financial Services teams.
7. Of the 1,096 staff in the scope for this review exercise, there is currently just one person who has not been enabled into or matched against an appropriate role in the new structure. This person is continuing to receive support from their line manager and Human Resources colleagues to explore all available options.
8. Discovery work prior to the Covid-19 outbreak and lessons learned during the pandemic have identified a need to enhance the level of management resource in the Maximising Independence Service in order to be able to develop staff and the service further. This includes work to develop the 'i-work' team, the Maximising Independence Service's preparing for adulthood offer, Mental Health reablement and helping the Department to build on strengths based and therapy led approaches right from the beginning of a person's contact with the Department. Therefore, it is proposed that:
- a. 1.07 fte vacant Promoting Independence Worker (Grade 3) posts are disestablished from the Maximising Independence Service structure creating a saving of £26,447.
 - b. 0.5 fte Senior Practitioner Occupational Therapy/Advanced Social Work Practitioner (Band C) post is established permanently within the Maximising Independence Service at a cost of £26,385.
9. As part of the review of staffing in the Department, the number of Promoting Independence Worker posts was increased from 24.5 to 30.5. However, there has historically been a high turnover of these posts and the Department has often operated with a number of vacant Promoting Independence Worker posts. 6 fte of these posts are currently vacant, therefore this proposal will not put any current postholder at risk of redundancy.
10. The proposed change, as described in **paragraph 8**, can be managed within budget.

Other Options Considered

11. No other options have been considered.

Reasons for Recommendation

12. Using the savings from the disestablishment of 1.07 fte vacant Promoting Independence Worker posts to establish an additional 0.5 fte Senior Practitioner Occupational Therapy/Advanced Social Work Practitioner post within the Maximising Independence Service will enhance the level of management resource within that service in order to be able to develop the staff group and service further.

Statutory and Policy Implications

13. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance 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, smarter working, sustainability and the environment 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

14. A saving of £26,447 will be created by the disestablishment of 1.07 fte vacant Promoting Independence Worker (Grade 3) posts from within the Maximising Independence Service and used to permanently establish a 0.5 fte Senior Practitioner Occupational Therapy/Advanced Social Work Practitioner (Band C) post within the Maximising Independence Service at a cost of £26,385. The change can therefore be managed from within the existing budget.

Human Resources Implications

15. 6 fte Promoting Independence Workers in the new Maximising Independence Service structure are currently vacant and therefore this proposal will not put any current postholder at risk of redundancy.

RECOMMENDATION

- 1) That approval is given for the following changes, with effect from the implementation of the new Adult Social Care staffing structure on 1st September 2020:
 - a) the disestablishment of 1.07 fte vacant Promoting Independence Worker (Grade 3) posts from the Maximising Independence Service structure creating a saving of £26,447.
 - b) the establishment of an additional 0.5 fte Senior Practitioner Occupational Therapy/Advanced Social Work Practitioner (Band C) post within the Maximising Independence Service at a cost of £26,385.

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Constitutional Comments (KK 01/09/20)

16. The proposals in this report are within the remit of the Adult Social Care and Public Health Committee.

Financial Comments (ZDB1 26/08/20)

17. The budget of £26,385 for the 0.5 FTE Band C Senior Practitioner Occupational Therapy/Advanced Social Work Practitioner post will be made available through the disestablishment of the existing permanent 1.07 FTE Grade 3 Promoting Independence Worker posts.

HR Comments (SJJ 01/09/20)

18. Any HR implications are outlined in the body of the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

[Review of the Staffing Structure in Adult Social Care: report to the Adult Social Care and Public Health Committee on 11 November 2019](#)

Electoral Division(s) and Member(s) Affected

All.

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