

13 November 2017

Agenda Item: 6

## **REPORT OF THE DEPUTY CORPORATE DIRECTOR, ADULT SOCIAL CARE AND HEALTH**

### **SERVICE DEVELOPMENTS AND CHANGES TO THE STAFFING ESTABLISHMENT IN ADULT SOCIAL CARE AND HEALTH**

#### **Purpose of the Report**

1. To seek Committee approval of the following service developments and changes to the staffing establishment in Adult Social Care and Health:
  - a) permanent staffing arrangements at the Helmsley Road Short Breaks Service
  - b) the planned closure of Woods Court Care and Support Centre
  - c) 1 FTE Physiotherapist to be hosted by the Council in the Short Term Independence Service in the South of Nottinghamshire.
  - d) 1 FTE Business Support Assistant (Grade 3) within the Data Input Team for a period of 12 months
  - e) the development of a pilot of Grade 3 Social Care Assistants.
2. To seek approval to bring a further report to Committee on the outcomes of the pilot for Social Care Assistants in May 2018.

#### **Information and Advice**

##### **Helmsley Road**

3. Helmsley Road is a 12 bed Short Breaks (Respite) Service for adults who have a learning disability and is one of three short breaks services provided within the portfolio of directly provided residential services in Nottinghamshire.
4. In 2015, the overall capacity of the short breaks service was reduced by nine beds as a result of the closure of the Kingsbridge Way service. At that time, Helmsley Road provided eight short break beds and four emergency beds. The emergency beds were provided on an ad hoc basis as and when needed and the staffing required to support the emergency beds was drawn from relief and agency staff.
5. A decision was taken to close the emergency beds at Helmsley Road in favour of providing 12 permanent short breaks beds at this site to ensure that there continued to be sufficient capacity to meet demand across the County, following the loss of beds at Kingsbridge Way.

6. Although the number of permanent beds at Helmsley Road increased, there was continued use of relief and agency staff to complement the permanent staffing establishment and provide the levels of care and support required.
7. Committee approval is now sought for proposed permanent staffing arrangements within the Helmsley Road Short Breaks Service. Funding for these staffing changes is already available within the budget for the service.
8. The proposed permanent staffing establishment is shown in the table below alongside the current establishment for comparison purposes.

<b>Position</b>	<b>Current establishment Hours per week/FTE</b>	<b>Proposed establishment Hours per week/FTE</b>	<b>Change Hours per week</b>
<b>Care Worker</b>	514 hours p/w 13.9 FTE	555 hours p/w 15 FTE	Increased by 41 hours p/w
<b>Cook</b>	37 hours p/w 1 FTE	37 hours p/w 1 FTE	No change
<b>Domestic</b>	26 hours p/w 0.7 FTE	26 hours p/w 0.7 FTE	No change
<b>Gardener/Handy Person</b>	20 hours p/w 0.54 FTE	20 hours p/w 0.54 FTE	No change
<b>Night Care Worker</b>	126 hours p/w 3.4 FTE	189 hours p/w 5.1 FTE	Increased by 63 hours p/w
<b>Senior Night Care Worker</b>	84.25 hours p/w 2.27 FTE	63 hours p/w 1.7 FTE	Reduced by 21.25 hours p/w
<b>Team Leader</b>	148 hours p/w 4 FTE	148 hours p/w 4 FTE	No change
<b>Team Manager</b>	37 hours p/w 1 FTE	37 hours p/w 1 FTE	No change

9. The proposed changes increase the permanent establishment of Care Worker and Night Care Worker hours by 41 and 63 hours per week respectively and reduces the Senior Night Care Worker hours by 21.25 hours per week.

### **Woods Court Care and Support Centre**

10. Woods Court is one of the Council's five Care and Support Centres. It is situated in Newark and provides respite care, assessment beds and short term care services to the local community. It also has a small number of long term residents receiving residential care. In February 2015, the Council agreed to the planned closure of all the remaining Care and Support Centres, and staff, residents and relatives were aware of this intention. It is now planned that the closure of Woods Court will take place in spring 2018, alongside the opening of the Extra Care scheme at Bowbridge Road.
11. Over the last few weeks it has become clear that the fire alarm system at Woods Court is not fit for purpose. The Council has been working with the Fire and Rescue service to review the facilities and as a consequence of these concerns a decision was taken to

reduce the number of available beds in the Centre from 30 to 23, and to ensure that all residents' rooms are located on the ground floor of the building. By October 20<sup>th</sup> this had been achieved, and the Fire and Rescue service has confirmed that this is an appropriate response to the situation.

### **Reablement Reviews – South Nottinghamshire**

12. Within South Nottinghamshire the A&E Delivery Board agreed health system resilience funding to implement an integrated discharge function across Nottingham University Hospitals.
13. As part of the development of this the Council will host a Physiotherapist for six months. This post will be recruited by Health Partnerships and be seconded to the Council to support the Short Term Independence Service (STIS), which includes START, Assessment Beds and Community Reablement reviews to enhance flow within the system. It is anticipated that this resource will also free up homecare capacity in the south of the County.
14. It is therefore requested that the following post is approved:
  - 1 FTE Physiotherapist for six months at no cost to the Council. The post will be hosted and line managed by the Council with clinical supervision remaining with Health Partnerships.

### **Reviews - Younger Adults**

15. As part of the expansion of the reviews work within Younger Adults, 1 fte additional Business Support Assistant post in the Data Input Team (DIT) is requested for a period of 12 months to support commissioning changes and address historic data errors within Mosaic. This post would be funded within the envelope of the already approved reviews expansion, as a result of residual funding from vacancies remaining under recruitment.
16. It is therefore requested that the following post is approved:
  - 1 fte Business Support Assistant (DIT) post (Grade 3) for 12 months at a cost of £23,412. This post will be funded from review expansion funding agreed by Committee in September 2017.

### **Pilot for Social Care Assistants**

17. It is proposed to develop a pilot to test if a new Social Care Assistant (SCA) role will bring value to the department. The SCAs within this pilot would be Grade 3 (based on initial job evaluation) and carry out social care related support tasks rather than any assessment work. This pilot would give the Department an opportunity to test out whether teams would benefit from similar increased performance with Grade 3 workers as previously experienced with Grade 5 Community Care Officers operating in a hub worker role.
18. It is intended that the pilot of SCAs will enhance assessment time to allow staff to spend more time with service users to undertake promoting independence and more active

reviewing work. This would promote more timely reviews, the independence of service users and will help the Council to save money.

19. The cost will be up to £62,432 based on a four month pilot for 8 SCAs at Grade 3 (full year cost of each post £23,412).
20. The Committee will receive feedback on the outcome and effectiveness of the pilot in May 2018.

### **Other Options Considered**

21. To continue with the current staffing arrangements at Helmsley Road, utilising relief and agency staff - this is less reliable and consistent and is more costly.
22. To continue to provide services at Woods Court Care and Support Centre at a reduced capacity - this would require a costly upgrade to the fire safety systems at the service, in line with recommendations from the Notts Fire and Rescue Service.
23. The Short Term Independence Service (STIS) would continue with existing staff and would not benefit from the additional skill set of the Physiotherapist.
24. Utilising existing DIT staff would result in delays in commissioning of services and in implementing changes to packages. Not addressing the data errors identified will impact on performance reporting, making delivery and resource management less effective.
25. To continue without the Social Care Assistant pilot - it was felt this would slow down the pace of progress with promoting independence and active reviewing.

### **Reason/s for Recommendation/s**

26. The Helmsley Road Short Breaks Service requires a permanent, well trained and consistent workforce. By confirming the proposed arrangements, the service will be able to achieve this and reduce the reliance on relief and agency staff.
27. It is anticipated that the addition of a Physiotherapist to the STIS team in the South of the County will enhance the service and provide better outcomes for services users. This additional resource is also expected to release homecare capacity to support system flow in the South of the County.
28. The temporary Business Support Assistant (DIT) post will enable efficient commissioning of package changes, ensuring that where changes/ reductions in packages are required these will be implemented in a timely manner. The data cleansing element of this work will ensure quality information is available to inform performance reporting, service delivery and resource management.
29. The Social Care Assistant pilot will help to test the assumption that this post will undertake care-related tasks not requiring qualified social work input and allow more qualified staff time to undertake more complicated work with service users around promoting independence and more active reviewing.

## **Statutory and Policy Implications**

30. 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**

31. The staffing cost of the proposal to make permanent the staffing arrangements is £69,640 and is already available within the existing budget for Helmsley Road Short Breaks Service.
32. The Physiotherapist post has no cost implications for the Council.
33. The funding for the temporary Business Support Assistant (DIT) post will be met from within the envelope of the already approved reviews expansion, as a result of residual funding from vacancies remaining under recruitment. The Grade 3 post will cost £23,412.
34. The £62,432 funding for 8 Social Care Assistants for the four-month pilot will come from the Better Care Fund.
35. The financial implications of the closure of Woods Court have already been set out in the closure programme, previously agreed at Full Council. This will produce a saving of £964,000 across 2018/19 and 2019/20, which is already included in the department's savings plan.

## **Human Resources Implications**

36. The establishment of the staffing structure at Helmsley Road reduces reliance on casual, relief and agency staff and ensures the permanency of posts within the service.
37. Staff at Woods Court Care and Support Centre are aware of the arrangements for closure, and will be supported by the Council throughout the process.

## **Safeguarding of Children and Vulnerable Adults Implications**

38. Having a permanent staff team at Helmsley Road ensures that there is skilled and consistent care of vulnerable adults.
39. Current service users at Woods Court and their families will be fully supported by the Council as the closure arrangements proceed.

## **Implications for Service Users**

40. Service users at Helmsley Road will have continuity of care from a permanent, regular staff team.
41. The long term residents at Woods Court will be supported to move to alternative, appropriate accommodation. Service users of the short term and respite services will be supported to find appropriate alternatives in the County.

## **RECOMMENDATION/S**

That:

- 1) the proposed permanent staffing arrangements at the Helmsley Road Short Breaks Service, as detailed in **paragraph 8** of the report, be approved.
- 2) the closure of Woods Court Care and Support Centre, in line with the closure programme for the Care and Support Centres, be approved.
- 3) the request to host 1 FTE Physiotherapist post in the Short Term Independence Service, for six months, is approved
- 4) the establishment of 1 FTE additional Business Support Assistant post at Grade 3 in the Data Input Team for 12 months is approved. The post is envisaged to run from January to December 2018 although this is dependent on recruitment
- 5) the development of a pilot for Grade 3 Social Care Assistants is approved. These posts will run from December 2017 to March 2018
- 6) a further report be brought to Committee on the outcome of the pilot for Social Care Assistants in May 2018.

**Paul Mckay**

**Deputy Corporate Director, Adult Social Care and Health**

**For any enquiries about this report please contact:**

Ian Masson

Group Manager, Residential Care and Support

T: 0115 8040538

E: [ian.masson@nottsccl.gov.uk](mailto:ian.masson@nottsccl.gov.uk)

Louise Hemment

Transformation Manager (Integration) South

T: 0115 9772645

E: [louise.hemment@nottsccl.gov.uk](mailto:louise.hemment@nottsccl.gov.uk)

Katherine Smith

Project Manager, Programmes and Projects Team

T: 0115 9773214

E: [Katherine.smith@nottsccl.gov.uk](mailto:Katherine.smith@nottsccl.gov.uk)

Ian Haines  
Strategic Development Manager  
T: 0115 9772142  
E: [Ian1.haines@nottsccl.gov.uk](mailto:Ian1.haines@nottsccl.gov.uk)

### **Constitutional Comments (SMG 26/10/17)**

42. The proposals outlined in this report fall within the remit of this Committee.
43. The Employment Procedure Rules provide that the report to Committee include the required advice and HR comments and that the recognised trade unions be consulted on all proposed changes to staffing structures (and any views given should be fully considered prior to a decision being made).

### **Financial Comments (AGW 31/10/17)**

44. The financial implications are contained within paragraphs 31 – 35 of this report.

### **HR Comments (JM 16/10/17)**

45. Service to ensure that relief staff claims to these posts are explored and advice taken where necessary. All County Council redeployees will be considered in line with the redeployment procedure

### **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.

Supporting the delivery and expansion of assessments and reviews – report to Adult Social Care and Health Committee on 11 September 2017

### **Electoral Division(s) and Member(s) Affected**

All.

ASCPH498