

4th February 2019

Agenda Item: 8

REPORT OF THE CORPORATE DIRECTOR, ADULT SOCIAL CARE AND HEALTH

ADULT SOCIAL CARE AND HEALTH – CHANGES TO STAFFING ESTABLISHMENT

Purpose of the Report

1. The report seeks approval for changes required to the staffing establishment in Adult Social Care and Health to meet the statutory and operational requirements of the Council.

Information

2. The posts and changes to the staffing structure in the report, covered in **paragraphs 3 to 17**, are required to meet statutory responsibilities, and to achieve projected savings. Unless otherwise stated all the posts cited in the report will be funded by departmental reserves.

Promoting Independence Workers – pilot within Short-Term Assessment and Reablement Team

3. The Committee is asked to approve the establishment of 3 FTE temporary Promoting Independence Worker (PIW) posts, Grade 3, £24,595 per person p.a for 12 months, to work within the countywide Short Term Assessment and Re-ablement Team (START). START support people to regain their daily independent living skills and confidence following a period of ill-health which often includes a hospital stay.
4. A major project is currently being undertaken with the START service. This aims, within the current budget allocation for the service, for START to be able to work with and reable significantly more people to be independent each year. It is a positive experience for people to be able to be independent again and in turn also reduces costs to the Council of funding homecare that people would have otherwise required.
5. Some people that START work with do require longer term homecare after their therapy led reablement is completed. Some of these people, however, have the potential to become more independent in the community after START therapy input ceases and they are receiving homecare. People may, for example, be able to return to or begin local community based activities or be helped to do their shopping online, which in turn will reduce the need for further Council funded homecare. It is proposed to pilot this approach and evaluate the

impact through establishing the three PIW posts to complement the work already being undertaken by the START service. It will enable the service work more holistically with people, not only in their own home but also in their community setting.

6. It is therefore requested that the 3 PIW roles be established to trial and evaluate this approach in START for a period of 12 months (April 2019 - March 2020). During this timeframe evidence will be gathered on whether this role has supported people to be more independent and also contributed to a reduction in ongoing services required. As reported to the Committee in December 2018 the transformation of the reablement service is anticipated to save the Council £2.067m across 2019/20 and 2020/21.

Co-production Workers

7. Approval is sought to extend 2 Co-production Development Worker (Band A) posts for a period of 12 months from March 2019 to March 2020. Nottinghamshire County Council directly provides a Co-production Team made up of one Manager and five Co-production Development Workers. The team is based within Nottinghamshire's Enabling Service and works together with people who need support to reduce loneliness and improve their overall wellbeing. They work with people who have mental health difficulties, a learning disability and/or physical disability, autism, Asperger's Syndrome, as well as older adults.
8. The team supports people to attend existing groups and also develops new groups and activities for people to attend with the aim of making as many of these as possible self-sustaining. People make friends and socialise, develop/share skills and experiences, as well as volunteer their time and skills to develop projects and support others. A simple national tool to measure wellbeing is used with a target of 80% of people using the service showing a positive increase in their score after being involved; current performance is 83%.
9. The team is currently funded from two different grants within the overall Better Care Fund which have different decision-making and approval time-scales. This means that while four of the team have funding approved up to March 2020, two of the team have funding that ceases on 31st March 2019. Approval is requested therefore to extend these two posts by 12 months up to March 2020, in line with the rest of the team.

Transformation Team Posts

10. Approval is sought to extend a 1 FTE Strategic Development Assistant (Grade 5) post on a temporary basis until the end of September 2019. The extension at a cost of £16,797 would be paid for by the existing staffing budget and would require no additional funding.
11. The Strategic Development Assistant post is supporting the wider change programme, specifically looking at the use of data to inform and improve operational decision making. Using existing funding for the Strategic Development Assistant would allow the post to be extended for a further six months. The future of the post beyond September 2019 will be considered in line with the Improving Lives Programme and the temporary resources required for delivery, which will continue to be reviewed.
12. The Improving Lives Programme is the programme of work delivering service transformation and budget savings for the Adult Social Care and Health department over the period 2018/19 to 2020/21. As reported in an update in December 2018, the total

projected savings for the department will be £109.697m by the end of 2018/19. For 2019/20 to 2021/22 there is a further £13.606m of savings plans approved by Committee.

Direct Payments Audit support

13. The Committee is asked to approve the establishment of 1 FTE temporary Direct Payments (DP) Auditor (Grade 4) post until the end of March 2020 to help address the backlog of outstanding direct payment account audits and for 0.5 FTE temporary Business Support Officer (Grade 3) post until end March of 2020 to support the DP auditor team to follow-up alerts and ensure agreed actions are completed by DP recipients. The cost of the posts would be £40,746.
14. The DP Audit Team is part of the Adult Care Financial Services Team. The function of the team is to ensure that DP funds are only used by DP recipients to meet their needs as identified within the DP recipient's support plan. Where an audit identifies that there is surplus DP funds within a DP recipient's bank account, or that DP funds have been used for activity not identified within the individual's support plan, the audit team collaborate with frontline staff to recoup these funds back into the Council. Audits are undertaken 8-12 weeks into a new DP package and annually thereafter.
15. It is anticipated that approximately £545,000 surplus Direct Payment funds per annum remain in DP bank accounts due to incomplete audits as a result of direct payment recipients not returning bank account statements to the Council when requested. In addition, approximately £133,000 per annum is tied up in ceased accounts. The additional posts will enable the ACFS Direct Payment Audit Team to pro-actively recoup non-returned funds from ceased direct payment accounts. In addition these posts will address recommendations from corporate audit to increase the rigour of the Direct Payment audit process.

Debt Recovery Finance Officer

16. The Debt Recovery Finance Officer (Grade 4) post started in 2015 to support the Debt Collection strategy when changes in legislation were implemented as a part of the Care Act 2014. Nationally, all local authorities are able to apply for a contribution towards care costs upon the sale of a service user's property. Prior to the implementation of the Care Act, people wishing to delay making payments until their home was sold had to apply to the Council (the Deferred Payment Scheme). People joining the Deferred Payment Scheme had to agree to tell the Council when a property was sold and arrange for the money to be paid. The Care Act 2014 brought a change which meant that people wishing to delay payment could now choose to do this without entering the Deferred Payment Scheme. For people opting out of the scheme, the Council does not/cannot hold any security against their property and has to proactively seek information about an individual's property. Additional resources were therefore required to undertake this work. When the post commenced there were 59 people that had not joined the Deferred Payment Scheme, with an associated £739,000 of contributions towards the cost of their care requiring work to recover.
17. As at 31st December 2018, 110 people have not joined the Deferred Payment scheme which means that £1.68m of contributions require additional monitoring and recovery resources. The Debt Recovery Officer checks land registries and other records to determine the ownership of properties and then liaises with service users' families, social workers, and

legal representatives to obtain outstanding funds. They also instigate legal proceedings when required to recover the debt if necessary. This proactive approach was not necessary prior to the implementation of the Care Act so has therefore had to be resourced each year since then, in addition to existing staff in the Council's Debt Recovery team. Funding of the post from the Improved Better Care Fund was agreed until March 2019 and it is now proposed to continue this arrangement until 31st March 2020: 1 FTE Debt Recovery Finance Officer (Grade 4) post for 12 months to 31 March 2020 at a cost of £28,449).

Other Options Considered

18. Extensions to existing temporary posts and the establishment of new temporary positions are subject to rigorous review within the department. Those brought to Committee for approval are required for the department to meet its statutory duties and to effect the necessary transformation of service and achievement of planned savings.

Reason/s for Recommendation/s

19. The posts and the proposed changes to the staffing structure set out for approval in **paragraphs 3 to 17** are required to meet the operational needs of the department, and to support the implementation of transformation and achievement of savings across the health and social care system.

Statutory and Policy Implications

20. 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

21. The following post extensions and establishment will be funded by departmental reserves:
 - establishment of 3 FTE Promoting Independence Worker (PIW) posts (Grade 3, £24,595 per person p.a) to work within the countywide Short Term Assessment and Re-ablement Team (START) to the end of March 2020
 - extension of 2 FTE Co-production Development Worker posts (Band A, £40,818) for a period of 12 months from March 2019 to March 2020
 - establishment of 1 FTE Direct Payments (DP) Auditor post (Grade 4, £28,449) to the end of March 2020
 - establishment of 0.5 FTE Business Support Officer post (Grade 3, £12,297) to the end of March 2020 to support the DP auditor team

- extension of 1 FTE Debt Recovery Finance Officer post (Grade 4, £28,449) to the end of March 2020.
22. The cost of extension of the Strategic Development Assistant (Grade 5, £16,797) post can be met from the Transformation Team staffing budget.

Human Resources Implications

23. Any specific HR implications are identified in the body of the report.

Implications for Service Users

24. The Promoting Independence Worker posts will be focussed on increased confidence and wellbeing where the service user has experienced a period of ill health or injury which has meant that independence has been affected. The Co-production Worker posts support people to access existing groups and develop new groups and activities with a view to improving wellbeing and reducing loneliness. The posts set out in **paragraphs 10 to 17** will support the Council to undertake its statutory duties in a cost effective way and will contribute to the achievement of savings required by the Council.

RECOMMENDATION/S

- 1) That Committee approves the following changes to the staffing establishment in Adult Social Care and Health:

| Post and grade | Number of posts | Extension/ establishment of posts | Type of post | End date |
|--|-----------------|-----------------------------------|-------------------------|----------------|
| Promoting Independence Workers (Grade 3) in START | 3 FTE | Establishment | Operational/ savings | March 2020 |
| Co-production Workers (Band A) | 2 FTE | Extension | Operational | March 2020 |
| Strategic Development Assistant (Grade 5) | 1 FTE | Extension | Transformation/ savings | September 2019 |
| Direct Payments Auditor (Grade 4) | 1 FTE | Establishment | Operational/ Savings | March 2020 |
| Business Support Officer (DP audit team) (Grade 3) | 0.5 FTE | Establishment | Operational/ Savings | March 2020 |
| Debt Recovery Officer (Grade 4) | 1 FTE | Extension | Operational | March 2020 |

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Constitutional Comments (LW 22/01/19)

25. Adult Social Care and Public Health Committee is the appropriate body to consider the content of the report.

Financial Comments (OC 22/01/19)

26. The financial comments are contained within paragraphs 21 and 22 of the report.

HR Comments (SJJ 10/01/19)

27. Current temporary fixed term contracts will be extended where appropriate. New posts will be recruited to in line with the County Council's recruitment procedure. Any other HR implications are implicit 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.

Adult Social Care and Health – changes to the staffing establishment – report to Adult Social Care and Public Health Committee on 12th November 2018

Better Care Fund: 2017/18 progress update and approval for the use of the BCF Care Act allocation and the improved BCF 2018/19 – report to Adult Social Care and Public Health Committee on 12th March 2018

Progress and Next Steps with the Transformation of the Council's Reablement Service - report to Adult Social Care and Public Health Committee on 10th December 2018

Progress Report on Budget, Savings and Improving Lives Portfolio – report to Adult Social Care and Public Health Committee on 10th December 2018

Electoral Division(s) and Member(s) Affected

All.

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