



**JOINT REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND
HUMAN RESOURCES AND THE SERVICE DIRECTOR - STRATEGIC
COMMISSIONING ACCESS AND SAFEGUARDING - ADULT SOCIAL
CARE AND HEALTH**

**OPTIMUM WORKFORCE LEADERSHIP - UPDATE ON OPERATION OF
REVISED SERVICE**

Purpose of the Report

1. To update the Personnel Committee on the operational business activities and outcomes of the revised service model for the Optimum Workforce Leadership project (OWL) since the previous report to committee in January 2015.
2. To advise on the progress made towards the recommendation agreed by the Committee, that income generation should achieve full sustainability by the end of March 2016 and enable members to consider the further service implications.

Information and Advice

Background

3. Personnel Committee in January 2015 agreed a fixed term extension of the service model, funded by the carry forward of a grant balance, which was confirmed as £208,746, up to 31st March 2016, in order to enable an entirely income generating service to be trialled.
4. This included the use of the grant balance to continue to fund the current staffing establishment, as set out in the appendix to this report, necessary to deliver this work for a further year until 31st March 2016 to include:
 - Team Manager Band D (1 fte) £52,578
 - Workforce Planning Officer Band A (0.7 fte) £26,243
 - Administrative Officer Grade 3 (1 fte). £22,098
 - **TOTAL COST £100,919 (inc overheads and on costs)**
5. OWL continues to work as part of the Council's integrated corporate model for workforce planning and development activity, within the wider HR service. The Team Manager reports directly to the relevant Group Manager HR. A current structure chart is attached as an **appendix** to this report. The OWL team work

closely with the Adult Social Care and Health (ASCH) Quality and Market Management team to support the department's wider objectives.

6. The revision of the service delivery model has introduced the following developments:
 - a new procurement framework of learning providers has been secured to deliver a new programme of learning and development events
 - a new package of membership benefits
 - an Improvement Service for care providers who are subject to contract suspension or who have been rated by the Care Quality Commission (CQC) as inadequate and therefore facing special measures
 - procedures for the ASCHPP Market Development Team to promote OWL membership and services to all contracted providers with a view to boosting attendance on courses and improving income generated from events
 - procedures to work with the team to target providers who they have identified as having particular development needs towards appropriate learning interventions. This includes a coaching and mentoring package which is part of the Options for Change, income generation paper
 - working with the Local Education and Training Council (LETC) to put in a bid to secure an element of funding that would ensure OWL continuity in order to support the integration of health and social care initiatives in care provider settings
 - improved reporting on OWL initiatives to stakeholder partners.
7. The revised service model for OWL is aligned with and supportive of the Adult Social Care Strategy and the key themes of the Council's Redefining Your Council transformation programme in relation to:
 - treating people fairly by ensuring they have equity in quality of service provision
 - achieving value for money by supporting the focus on outcomes for people
 - working together in partnership to support care providers to deliver the highest quality care.

The proposal in this report is therefore fully supported by the ASCHPP department.

Financial implications

8. The work undertaken on the new course provision has provided a programme of events that is projected to generate an income of £65k and a surplus over expenditure of £22k.
9. OWL has, to date, achieved a membership total of 84, of which 51 are Open Members at no charge and 33 are Premium Members and have generated a surplus of £2k.
10. It is anticipated that the work with NCC ASCHPP Market Development Team will increase the number of Premium Members, to 60% of the total NCC contracted providers. Over a full year this would generate income of £19.5k. This is a further surplus of £5k from membership income.

11. Taking these and other initiatives into account, such as funding to run joint projects with Health and administering the sector's Workforce Development Fund, a significant impact has been made towards financial sustainability. Current projections show that at March 2016 OWL's income generation activities will account for 40% (£38k) towards covering the salary costs and the overheads of the team.
12. A full year trial has not been possible this year due to the timescales around care home audits and reporting that provide useful data for the commissioning of learning and development events and targeting of individual care providers requiring improvement.
13. It is not therefore currently possible to forecast whether this will fully meet the requirements of the January 2015 Personnel Committee report to be totally self-financing by the end of March 2016.
14. Finances for new projects are currently being applied for. If successful these will cover all their costs and bring in an additional surplus over expenditure of approximately 18.5 % to further reduce the deficit. A project totaling £20,900 has already been approved, which will bring in £3,867 and two more for similar amounts are in the planning stages.
15. The projection in the current budget forecast is that around £62k will need to be drawn down from the grant balance funds in this financial year 2015/16 to top up the income generated to meet the overheads and salaries. The total carried forward at April 2015 was £208,746 and based on the projected requirement of £62k; this will leave £146,746 at the end of March 2016.
16. Grant funds have been carried over year on year since 2008 (projected £146,746 as at March 2016) and are viewed by independent sector care providers as monies that are targeted for the development of their workforce. Originating from Department of Health funds these monies have been constantly topped up through their involvement with OWL, from bids, product sales and course fees.
17. Financial Services have advised that a further carry forward of these monies over year end into 2016/17 would be possible as it is held as a grant balance.
18. The implications are therefore, that although OWL is unlikely to meet the recommendation agreed by Members at the January 2015 Personnel Committee, they should be totally self-financing by the end of March 2016. Current and planned initiatives will more than cover the remaining cost of those elements of service delivery which are additional to the grant balance funding. In addition it can be seen from the report that approximately 40% of overheads are already being part financed from income and consequently OWL is not wholly dependent on the grant balance.

Proposal:

19. It is proposed that, given the confirmed availability of further grant balance monies, the OWL project team be retained for a further year, continuing the use of the available grant balance to provide and report on a full year trial of the newly developed service model.

20. The benefits of this option are:

- more demand can be created for courses and membership services, leading to greater income generation
- access to an improvement agency working can be developed in partnership with the local authority and other stakeholders to improve outcomes for people in receipt of care, where a need has been identified
- comprehensive engagement can take place with managers and owners across the health and social care sector
- market shaping support products can be developed which can be used to encourage providers to deliver requirements in line with the market position statement and Adult Social Care Strategy
- managers can be further supported to develop their workforce and evidence competence to meet their regulatory and contractual requirements
- funds can be generated from the voluntary sector and partner organisations to support workforce development
- OWL can become recognised as a 'go to' organisation for managers to obtain the right support to improve quality across the sector.

21. Should an extension of the OWL project grant balance funding not be agreed and the work cease as a result the risks associated are:

- loss of specialised independent sector workforce planning and development focus and the knowledge, understanding and specifically developed tools to support this
- loss of focused approach to providing quality improvement outcomes based on intelligence from quality audit findings
- the need to develop a new improvement agency approach to support the care provider improvement process
- the breakdown of established networks leading to funding opportunities for health and social care providers, including Lead Partner for Skills for Care Workforce Development Fund, membership of the LETC for funding for joint health and social care projects. It is a responsibility for the County Council to promote funding for workforce development initiatives under the requirements of the Care Act 2014.
- loss of intelligence relating to workforce development activity
- loss of access to an objective health and social care workforce development service that signposts organisations to services based on the

needs of the care setting and supports its implementation across the whole county.

Reasons for Recommendation

22. A further extension of the OWL project team will enable the Council to continue to support the independent sector through the implementation of the Care Act 2014, including the personalisation agenda and support the wider workforce transformation arising.
23. This includes the new duties placed on local authorities by the Care Act to facilitate and shape their market for adult care and support as a whole, so that it meets the needs of all people in their area who need care and support, whether arranged or funded by the state, by the individual themselves, or in other ways.
24. The Council will continue to be expected to influence and drive the pace of change for their whole market, to achieve a sustainable and diverse range of care and support providers. There is an ongoing need to continuously improve quality and choice and deliver better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support.
25. The OWL team have developed specialist strategic workforce development knowledge and experience through working with the independent health and social care sector. Retaining and developing the current model will therefore provide in house capacity to identify and deliver these specific workforce development needs in a consistent framework.
26. This will provide a responsive method of supporting the implementation of change in independent health and social care settings and the targeting of those specific areas where quality improvement requirements have been identified.
27. The proposal would also continue to support and enhance the objectives of the Quality and Market Management Team within ASCHPP. Which are to improve the quality of service provision amongst the independent sector care providers to meet the standards set out in the ASCHPP Quality Audit Framework.

Statutory and Policy Implications

28. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

29. The proposals set out in this report would extend the establishment of the team of three employees currently providing this service for a further fixed term period, up to 31st March 2017. The recognised trades unions have been consulted and are in agreement with the recommendations.

Financial Implications

30. The financial implications are set out in the report.

RECOMMENDATIONS

It is recommended that Members agree:

1. A fixed term extension of the current service model, funded by the carry forward of grant balance up to 31st March 2017 in order to build on the newly created service model and continue to grow income generation opportunities. This would be subject to further in year review.
2. The continuation of the current staffing establishment necessary to deliver this work on a temporary basis until 31st March 2017.

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Constitutional Comments (SMG 26/08/15)

31. The Committee is the appropriate body to consider the proposals set out in this report.

Financial Comments (CSB 27/08/15)

32. The financial implications are set out in the report.

Background Papers and Published Documents

Trades union comments dated 10th September 2015.

Electoral Division(s) and Member(s) Affected

All