

8 September 2014**Agenda Item: 10****REPORT OF THE DEPUTY DIRECTOR FOR ADULT SOCIAL CARE, HEALTH
AND PUBLIC PROTECTION****ORGANISATIONAL REDESIGN BOARD UPDATE REPORT****Purpose of the Report**

1. This report is to update Committee on progress made to date with the work and savings that fall within the scope of the Organisational Redesign Board, and the next steps for the project.
2. To seek member approval for one staffing change within the new structure.

Information and Advice

3. The Organisational Redesign Board is responsible for ensuring the successful completion of the savings targets agreed for the following outline business cases:

• Group Manager Restructure (A12)	£200K saving
• Assessment & Care Management, Older Adults (B01)	£659K saving
• Reduction of Social Care Staff in Hospitals (B03)	£196K saving
• Younger Adults Assessment & Care Management (B07)	£1million saving
4. The Group Manager Restructure (A12) was proposed to Committee in November 2013 and following consultation with staff, amendments to the proposal were made and a final structure was approved by Committee in March 2014. The enabling process was completed and the new structure was implemented for April 2014. There was a 2.8fte reduction at Group Manager Level, compulsory redundancies were not required.
5. To achieve the savings for Assessment and Care Management in Younger and Older Adults (B01 and B07) two main bodies of work are under way. A Lean+ review of the systems and processes to identify and implement efficiencies and Organisational Redesign to reduce the permanent establishment to achieve the identified savings.
6. The Lean+ review has focussed on three main areas which are tabled below with information on progress to date and planned next steps.

Access and Information

7. The focus in this work stream is to resolve more enquiries through the Customer Service Centre and Adult Access Service to reduce assessment activity in the district fieldwork

teams. An action plan following the Access Lean+ workshop is being developed with immediate actions being taken forward including:

- new Framework-i contact episode designed to enable better information capture
- minor amendments and Respite Care bookings being piloted
- research undertaken looking at overlap between Adult Access and District duty points

8. Work has begun to outline the requirements for hospital staff to enable them to refer service users for community assessments more efficiently.

Mobilisation

9. This work stream aims to deliver time efficiencies by reducing repetition of writing and typing assessment information through providing mobile tablets to district based fieldwork staff. Forty iPads have now been deployed to staff across different service areas of the department. Functionality available on the devices is the Community Care Assessment, Support Plan and Case notes. Business cases are being developed to allow the department to prioritise the next set of functionality. New requests for devices and functionality are received regularly. Roll out is provisionally scheduled for mid-Autumn.

Assessment

10. The Assessment work stream is aimed at re-designing the assessment documents used by fieldwork staff in their day-to-day work:

- a new Community Care Assessment and Support Plan was launched in framework-i on 19 May 2014. This assessment document is approximately 1/3 shorter in length than the previous iteration
- a review of the Deprivation of Liberty processes has now begun and progressing well
- a working group has redesigned and streamline the Occupational Therapy Assessment.

Organisational Redesign

11. The staffing reductions required to deliver the savings for Assessment and Care Management in Younger and Older Adults and the Reduction of Social Care staff in Hospital settings (B01, B07 and B03) are being managed as one piece of work and implemented simultaneously to ensure a consistency of approach and to allow maximum opportunities to avoid compulsory redundancies.

12. The proposed reductions associated with each business case were outlined in the section 188 notice published in November 2013 and the details of the reductions have been shared with Unions and staff, a summary of the reductions required are below:

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|-----------------------------------------------------|-------|
| • Assessment & Care Management, Older Adults (B01) | 19fte |
| • Reduction of Social Care Staff in Hospitals (B03) | 7fte |
| • Younger Adults Assessment & Care Management (B07) | 51fte |

In total a reduction of 77fte is required to deliver the savings.

13. The number of reductions required includes vacancies, 19fte as of 1 June 2014, which lowers the actual number of staff reductions required. These 19fte vacancies correspond with planned reductions, other vacancies across the service that still exist in the new structure will not be deleted. Vacancies will continue to be managed stringently to ensure where possible further reductions are made via natural turnover throughout the process.
14. The savings profiled for year one will be achieved by the deletion of vacancies as discussed above. Implementation of the remaining staffing reductions is scheduled for 1 April 2015 as opposed to 1 October 2014 as previously anticipated. This allows time to move towards new structures and new ways of working identified by the Lean+ Reviews between now and April 2015 without losing further capacity during this period. This achieves the published savings targets for the outlined business case.
15. The enabling process will take place between September and December 2014 ready for implementation by 1 April 2015 to deliver savings with full year effect.
16. Following the Group Manager Enabling outlined in paragraph 4, Team Managers in Younger Adults Assessment and Care Management Teams have been enabled and will assume new positions with effect from 1 October 2014 and transition arrangements are in place to ensure new management arrangements are embedded in advance of the remaining staffing reductions and structural changes. No changes are proposed for Team Managers in Older Adults or Hospital Teams.
17. As a result of the Team Manager changes in Younger Adults there has been a reduction in management resources in the Asperger's Team from 1fte Team Manager to 0.5fte Team Manager. To ensure that the team has the required level of support it is proposed that 1fte Community Care Officer post in the team, which is currently vacant but not due to be deleted, is disestablished and a 0.6fte Advanced Social Work Practitioner post is established in its place to provide full cover for complex cases and matters that arise.
18. The task for this work stream now is to consider additional and new demands and the challenges placed on the department prior to implementing the remaining staffing reductions. This requires consideration of the impact of the Care Act, the Chester West Supreme Court ruling in relation to Deprivation of Liberty safeguards, further integration with Health partners as well as the need to achieve additional budget reductions across the Council. Redefining Your Council describes the methods that will be used to identify the additional savings and Targeted Service Reviews are currently underway in both Younger and Older Adults.

Other Options Considered

19. There are no other options to outline as this report aims to update Committee on progress to date and next steps for the Organisational Redesign Board's work.

Reason/s for Recommendation/s

20. To keep committee members apprised of progress to date and the next steps planned.

21. To use resources flexibly with the defined budget to meet the needs of the business, as is the case with the conversion of the Community Care Officer to an Advanced Social Work Practitioner in the Asperger's Team.

Statutory and Policy Implications

22. 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.

Financial Implications

23. Cost of 1fte Community Care Officer in Asperger's Team: £28,950 per annum offset against the cost of 0.6fte Advanced Social Work Practitioner: £27,067 per annum. This is a saving of £1,883 per annum.
24. This will be managed within the existing budget for the Asperger's Team which sits under the Younger Adults Ashfield and Mansfield Group.

Human Resources Implications

25. The human resource implications are contained within the report.

RECOMMENDATION/S

It is recommended that Committee:

- 1) accept and note the contents of this report
- 2) approve the conversion of 1fte Community Care Officer, Grade 5 in the Asperger's Team into a 0.6fte Advanced Social Work Practitioner, Band C, scp 39-44 and the post is allocated an authorised car user status.

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Constitutional Comments (LM 18/08/14)

26. The Adult Social Care and Health Committee has delegated authority within the Constitution to approve the recommendations in the report.

Financial Comments (MM 15/08/2014)

27. The financial implications are contained within paragraph 23 of this 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.

- 'None'.

Electoral Division(s) and Member(s) Affected

- All.