

**JOINT REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN RESOURCES AND THE PROGRAMME DIRECTOR TRANSFORMATION (ADULT SOCIAL CARE AND HEALTH)****TEMPORARY STAFFING RESOURCE - ADULT SOCIAL CARE AND HEALTH WORKFORCE DEVELOPMENT PROJECT****Purpose of the Report**

1. The purpose of this report is to inform Members of the Adult Social Care and Health Workforce Development Action Plan and seek their approval to establish the post temporary Human Resources (HR) Project Manager to support the delivery of the plan.

**Information and Advice****Background**

2. The Adult Social Care and Health Transformation Portfolio Programme of work, which sits under the Council's Redefining Your Council Programme, is updating the Adult Social Care Workforce Development plan to ensure it is aligned to the Adult Social Care Strategy and the new Corporate Workforce Strategy.
3. Existing Adult Social Care and Health (ASCH) workforce development documents, including a joint Nottinghamshire County Council and Nottingham City Council Workforce Plan dated 2010, are now out of date as since these were published there have been significant contextual developments within Nottinghamshire County Council including:
  - Redefining Your Council and the associated Adult Social Care Strategy
  - Reductions in funding from Central Government and the savings projects initiated in response to this
  - New legislation that brings increased responsibilities such as the Care Act
  - Increased pace of Integration with partners such as Health.
4. In addition to the above the ASCH department has recently conducted a workforce health check to understand the impact of these recent changes on the existing workforce and the workforce plan will seek to address some of the key issues arising from the results of this health check.
5. A new corporate Workforce Strategy is due to be launched in 2016. Given this, it is therefore timely to develop a new Adult Social Care Workforce Development plan that

responds to the challenges faced by both the authority and the department, equips the workforce to successfully implement the Adult Social Care Strategy and be fit for the future.

6. The proposed post of HR Project Manager would support the effective implementation of the Adult Social Care Strategy, which was approved by the County Council on 27<sup>th</sup> March 2014, and amended at Policy Committee on 20<sup>th</sup> May 2015 (included as a background paper).

## **Proposal**

7. A Workforce Development Project has been established and funded within the Adult Social Care and Health Department which plans to deliver a coordinated and achievable Workforce Plan that addresses service priorities and aligns with both the Corporate Workforce Strategy and the Adult Social Care Strategy to ensure effective succession planning, skills development, knowledge transfer and cultural change.
8. In order for this work to be progressed and the plan implemented dedicated specialist HR expertise is required and approval is sought to establish a temporary HR Project Manager post to provide this for a period 12 months working to work alongside the Adult Social Care Transformation Team which will lead and direct the project.
9. The proposed HR Project Manager post has been evaluated at Band D and will be funded up to 31<sup>st</sup> March 2016 from the existing Care Act Grant and from April 2016 to 31<sup>st</sup> December 2017 will be met from future Care Act Grant funding. If the Council does not receive enough grant in 2016/17, the additional costs will be met from ASCH departmental reserves.
10. The HR Project Manager post will be additional to the staffing establishment of the HR Workforce and Organisational Development Team (WOD), see **Appendix**, and post will report to the Senior HR Business Partner, WOD, for line management and supervision purposes. This will provide the additional capacity to ensure that the delivery of the plan is aligned both with the corporate Workforce Strategy and with the specific workforce development activities required by the ASCH department.

## **Other Options Considered**

11. Development of a workforce plan using Adult Social Care departmental resource exclusively has been considered, however there is a need for professional HR expertise to support this within the department.
12. Development and delivery of the ASCH Workforce Development Plan directly through the HR Workforce Planning and Organisational Development team was also considered, however this could not be sustained within existing capacity without detriment to the continuity of strategic workforce development work and would lack the benefit of the expert service knowledge and context that the ASCH Transformation Team can provide.

## **Reasons for Recommendation**

13. The recommendation made will ensure that the Adult Social Care Strategy can be implemented successfully and that the Adult Social Care Workforce can respond to the

significant challenges it faces. This will require significant changes for the existing workforce, in terms of developing and adapting to new ways of working as well as requiring a cultural change to align to the Adult Social Care Strategy that promotes independence, looks for alternative solutions outside of formal social care and aims to provide short term support to help people regain independence before considering longer term options.

## **Statutory and Policy Implications**

14. 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 services), the public sector equality duty, safeguarding of children and adults at risk, 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**

15. The cost of establishing the temporary Band D HR Project Manager for 12 months from January are **£49,919** (including on-costs). As set out in this report, all associated costs will be met by grant funding available to the Adult Social Care and Health Department.

## **Human Resources Implications**

16. This proposal will ensure that the ASCH Workforce Development programme is closely aligned with the corporate workforce strategy.

## **RECOMMENDATION**

1. It is recommended that Members approve the establishment of the additional post of a temporary 12 month Band D HR Project Manager as part of the corporate Workforce and Organisational Development Team structure, to support the ASCH Workforce Development Project, with effect from January 2016.

**Marjorie Toward**

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### **HR Comments (CLG 17/12/15)**

17. These are contained within the body of the report.

### **Constitutional Comments (SMG 23/12/2015)**

18. The proposals in this report fall within the remit of this Committee.

19. 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 (CSB 23/12/2015)**

20. The financial implications are set out in 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.

- [Approval of the Adult Social Care Strategy](#)
- [Revision of the Adult Social Care Strategy](#)

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

- All