

## **Resource requirements for the Care Act Programme Team**

### **Purpose of the Report**

1. This report:
  - Outlines the resource requirements for the Care Act Programme Team, including the Direct Payments in Residential Care project. This includes a re-organisation of the programme team to reflect the requirements for 2015/16 with an overall reduction of 0.5 Commissioning Officer Post.
  - Provides details on roles.
  - Provides an overview of the work plan for 2015/16.

### **Background**

2. The implementation of the Care Act brings about the biggest legislative change to service delivery in 70 years and presents the biggest challenge to face the local authority over the next two years. The changes in the Care Act become active in a number two phases. The first part of the new duties and responsibilities under the Care Act need to be implemented with effect from April 2015 with the second phase enacted in April 2016.
3. In May 2014 the Adult Social Care and Health Committee agreed funding for the Care Act Programme in 2014/15 of £328,956 until March 2015. In the committee report it was recognised there would be a need to resource a programme in the second year, but this was subject to funding from the Department of Health (DH).

### **Overview of work programme**

4. In the first nine months, the programme has focused on ensuring the Council will be legally compliant with the new duties and responsibilities, and designing and developing new ways of working to manage the demands from 2015 onwards.
5. Although some areas are becoming law from April 2015, there is an acceptance by the DH that, for a variety of factors (lateness of guidance, broad nature of changes and new areas of policy), some of the changes local authorities introduce will be “good enough” – good enough to initially meet the requirements of the Care Act, but not what would be acceptable after a period of time or will require further fine tuning. In the first part of 2015/16, the work of the Care Act team will implement the supporting changes required from phase one.
6. With these changes introduced, there remains a need for ongoing monitoring and evaluating of the new processes, staff guidance, levels of staff engagement and compliance. Past experience shows that there is a high level of work of an iterative nature around the development of new ways of working – the real change only begins once implementation dates are reached.

7. The Programme Team will also be responsible for identifying the changes required for 2016/17, then designing and developing these changes for implementation.
8. In summary, the programme team will cover:
- complete implementation to meet new requirements of these areas of work from the April 2015 reforms
  - embed the cultural change required through guidance/procedures, practice and training/awareness
  - complete the redesign of systems and processes to meet the requirements of the Care Act and manage demands
  - plan, design and implement the changes required for April 2016 reforms
  - support workforce configuration and plan early assessments for self-funders
  - communicate, raise awareness and support the training
  - provide programme management and governance to the programme

### **Posts proposed: summary**

9. Approval for the following posts is requested within The Care Act Programme Team. (This includes a re-organisation of the team and a reduction in a Commissioning Officer post by 0.5)

<b>Post</b>	<b>Nos.</b>	<b>Grade</b>	<b>Cost</b>	<b>Length</b>	<b>Funding source</b>	<b>Comments</b>
Programme Manager	1.0 FTE	F	£69,038	12 months	Care Act	Funding already agreed until January 2016 (ASC committee 2013/081)
Project Manager	1.0 FTE	D	£52,000	12 months	Care Act	Funding agreed in ASC Committee report May 2014 and extension subject to funding
Care Act Commissioning Officers	2.5 FTE	C	£122,930	12 months	Care Act	Funding agreed in ASC Committee report May 2014 and extension subject to funding
Programme Officer	1.0 FTE	B	£43,278	12 months	Care Act	Funding agreed in ASC Committee report May 2014 and extension subject to funding
Business support officer	0.5 FTE	3	£11,179	12 months	Care Act	Funding already agreed until January 2016 (ASC committee 2013/081)
Finance business officer	1.0 FTE	C	£49,172	12 months	Care Act	Funding agreed in ASC Committee report May 2014 until March 2015

Post	Nos.	Grade	Cost	Length	Funding source	Comments
Digital officer	0.5 FTE	A	£18,474	12 months	Care Act	New post
Care Act Commissioning Officer, DPiRC	0.7 FTE	C	£36,074	12 months	Split: DPiRC Grant £24,601 Care Act Grant £9,834	Existing post
Care Act Community Care Officer, DPiRC	0.5 FTE	5	£3,717	3 months	DPiRC Grant	New post
Travel, phone and ICT			£10,000			
<b>Total</b>			<b>£414,100</b>			
<b>Total funding required</b>			<b>£385, 797</b>			

10. Below provides a brief summary of each role within the Care Act programme

Programme Manager: 1.0 FTE, F Grade  
*Funding agreed Nov 2013*

*In Post*

The Programme Manager's responsibility is to ensure the successful delivery and the efficient functioning of the programme and realisation of the benefits defined by its objectives. To ensure the delivery of programme objectives to the appropriate levels of quality, time, budget and performance in accordance with the programme plan. The Programme Manager will have line management responsibilities for the Programme Team.

Project Manager: 1.0 FTE, D Grade

The Project Manager will have day to day responsibility for the Programme Team and for the delivery of the work-streams within the Care Bill programme. They will be responsible for ensuring that effective project management practices are adhered to and that risks, issues and interdependencies are identified and managed effectively. The Project Manager will oversee pilots and developments. This role will lead on communications and co-production. The Project Manager will have line management responsibilities and deputise for the Programme Manager.

Commissioning Officers: 2.5 FTE, C Grade

The Commissioning Officers will be allocated specific work streams to lead on within the Care Act programme of work to ensure clear ownership and accountability required to deliver the objectives of the programme. See next section for further detail.

Programme Officer: 1.0 FTE, B Grade

This role will link to the Transformation Team; it will support the Programme Manager and Project Manager in ensuring the Care Act programme of work is set up, monitored and delivered to the required standard and within the constraints of time, cost and legal requirements. They will also be required to work in conjunction with the team's Finance

Business Partner to ensure that finance systems are aligned with business developments and workflows.

Business Support Officer: 0.5 FTE, Grade 3  
*Funding agreed Nov 2013*

The purpose of this role is to ensure that effective programme office processes and mechanisms are in place to support the programme team and their activities. This post has been reduced to a 0.5 post to meet the overall costs of project within the funding available.

11. In addition to the programme team, it is recognised that specialist posts are required to support key areas. These include as follows:

Finance Business Partner: 1.0 FTE, C Grade

The extension of the Finance Business Partner post will lead on the Finance Modelling work stream and monitor activity and costs following the first phase of the 2015 reforms. The post will contribute to work on Paying for Support and Charging for Support work-streams which include; the Resource Allocation System, the financial cap, care account and charging framework.

Digital Officer: 0.5 FTE, A Grade

The Digital Officer will lead on developments to promote the use of a range of on line solutions, which will help manage demand at the first point of contact and assessment.

Commissioning Officer, Care Act, Direct Payments in Residential Care: 1.0 FTE, C Grade

The extension of this post will project manage the Department of Health pilot of Direct Payments in Residential Care and support wider Care Act work.

Community Care Officer, Care Act, Direct Payments in Residential Care: 0.5FTE, Grade 5 (3 months)

The Community Care office is a trial post and will assist operational staff with assessments and reviews of people opting to have a direct payment, and developing links with care homes. This post has released the Commissioning Officer to complete wider Care Act work.

## **Areas of work**

12. This section provides further detail on the areas of work and the roles of the team. (The digital work is supported by the Digital Officer.)

### **13. Programme management and assurance**

- Programme plan for 2016/17 in place that is monitored and updated
- Risk and issue management in place
- Work-stream plans in place and monitored

- Highlight reports
- Equality impact assessments
- Regular stocktakes and self-assessments
- Agree how changes will be monitored and reviewed
- Evaluate impact and next steps
- Gradual closure of the work-streams and programme

*Role: Programme Officer and Programme Manager*

#### **14. First contact, assessment and eligibility**

- Complete outstanding requirements from April 2015
- Review of tools and processes from front end through to review – identify and implement improvements
- Build upon work to develop alternative ways to deliver assessments, including digital solutions – review and improve
- Review application of eligibility criteria
- Monitor and review resource allocation
- Review ordinary residence and continuity of care arrangements
- Deliver new requirements to process for 2016/17 reforms

*Role: Commissioning Officer and Project Manager*

#### **15. Advice and information**

- Support the development of a fit for purpose universal information and advice service including online provision
- Develop and maintain wider partnership across health and housing to ensure offer is responsive and co-ordinated
- Develop wider workforce with partners, 3<sup>rd</sup> sector and providers to provide advice and information
- Tendering for a new platform across the partnership
- Development of the financial information and advice provision (dependent on timescales around tendering process for service)

*Role: Commissioning Officer and Project Manager*

#### **16. ICT**

- Ongoing joint work between a number of suppliers and internal providers, around both Systems Review type recommendations, Mosaic upgrade and the new digital/self-serve offer
- Establish interim solution for handling self-funders
- Define system and process changes required for 2016/7 changes

*Role: Project Manager*

#### **17. Integration, co-operation and partnerships**

- Position on delegation of local authority functions determined and implemented

*Role: Commissioning Officer*

**18. Communications**

- Implement the communications plan, both internally and externally through 2015-16 to respond to the changes

*Role: Commissioning Officer*

**19. Appeals**

- Implement new appeals process

*Role: Commissioning Officer*

**20. Early assessments of self-funders**

- Implement plan on early assessments of self-funders

*Role: Commissioning Officer*

**21. Prepare for 16/17 reforms**

- Respond to consultation on 16/17 reforms
- Scope work required to respond to changes

*Role: Programme Officer and Programme Manager*

**22. Implement new reforms**

- Charging and paying for care changes associated with the introduction of the care account and cap
- Implement new systems and processes including integration with existing digital processes

**23. Paying for the reforms**

- Model total cost of reforms
- Monitor 2015/16 costs

*Role: Finance Business Partner*

**24. Direct payments in residential care**

- Manage the Department of Health pilot of Direct Payments in Residential Care and support wider Care Act work.

*Role: Commissioning Officer and Community Care Officer*

**Recommendation**

- 25.** To approve the posts identified in this report to successfully implement the Care Act.