

8 October 2018

Agenda Item: 12

REPORT OF THE DEPUTY CORPORATE DIRECTOR, ADULT SOCIAL CARE AND HEALTH

ADULT SOCIAL CARE AND HEALTH – CHANGES TO THE 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 legal responsibilities of the Council.

Information

2. The posts in the report, covered in **paragraphs 3 to 25**, are required to meet operational needs and requirements, and to achieve projected savings. The report includes a range of posts that are supporting different departmental priorities and responsibilities; these have been grouped as far as possible. Funding for these posts is detailed in **paragraphs 33 and 34**.

Occupational Therapy posts

3. Approval is requested for the extension of the Principal Occupational Therapist (OT) (Band D) post to the end of March 2020 at a cost of £57,268 p.a. plus a travel budget of £1,300. This post is currently due to end in March 2019. Committee approved establishment of the post on 6th February 2017 in order to take a strategic lead for the development of the Occupational Therapy Service, moving the service forward in the context of the Adult Social Care Strategy and integrated ways of working with health and district councils. This included developing a quality assurance system for OT work, an OT career progression policy and workforce plan, as well as identifying and managing new ways of making the service more efficient or contributing to savings through the prevention agenda.
4. This work is being delivered to plan and additionally the Principal OT role has identified greater potential, than was originally anticipated, for a therapy led goal setting approach to be an enabler in delivering savings across several projects linked to the Adult Social Care Strategy, including Re-ablement, Hospital Discharge and best practice in Support Planning. During the Peer Review that took place in March the contribution and benefit of the Principal OT role were recognised by the Review team.

5. The Committee is also asked to approve the extension of 1 FTE Occupational Therapist (Band B) post based in the Mansfield and Ashfield Physical Disability Team. A combination of high demand and an expanded role in supporting people to be more independent led to increasing waiting times for OT assessments in Mansfield & Ashfield. It has taken some time to recruit to this post and the level of demand continues. This demand is over and above that which can be managed by the team continuing to embed OT clinics. The team is also piloting an 'OT first approach' to test the impact of OTs routinely considering cases prior to being assessed for ongoing social care services. Approval is requested for this post to be extended until the end of March 2020 at a cost of £46,925 p.a. (Band B) plus a travel budget of £1,300.

Social Work posts

6. The social care older adults assessment and care management service covering Newark and Sherwood has historically had a similar workload to other Districts, but fewer permanently funded qualified Social Worker posts in the team. This has been managed by covering with a number of temporary posts, some of which have been linked to short term projects. Various posts are due to cease in March 2019 which will reduce the number of qualified Social Workers covering Newark and Sherwood by a third. This will mean that the team will be unable to complete urgent safeguarding work and complex Care Act assessments in a timely way and waiting lists will grow.
7. Two temporary Social Worker (Band B) posts at cost of £93,850 p.a. are therefore requested to be established from 1st April 2019 to 31st March 2020 with a travel budget of £1,300 each. This will enable the District Teams to fully maximise New Ways of Working and roll out further projects such as the Three Tier Model which are all intended to maximise workers' time to focus on the more complex assessments. The need for the additional two posts will be re-assessed following these.

Bassetlaw and Newark Short Term Independence Service (STIS) - change to staffing establishment

8. Approval is sought to convert the establishment of 1 FTE Community Care Officer (Grade 5) post, currently in the Bassetlaw STIS structure, to two part-time (18.5 hours) Community Care Officer (Grade 5) posts to enable the transfer of one of these posts to the Newark STIS structure. This post is currently a vacant post to be advertised once approved.
9. Both teams have a reablement focus and cover a variety of short term services which work towards preventing service users from requiring long term statutory services. The Newark team is experiencing difficulties given the small number of staff within the team. Transferring a part-time post would ease this pressure for the team to fulfil their statutory duties and provide suitable assessment of services users' needs within the prevention and reablement agenda.
10. The conversion of this post to two part time posts will increase capacity in Newark and can be financially achieved within the current existing team establishment.

Strategic Commissioning posts

11. Approval is requested for the temporary extension of the current Commissioning Manager (Band E) post to September 2019 at a cost of £31,875 plus a budget for travel of £350. This post is due to end in March 2019.
12. The Commissioning Manager is undertaking work to develop an accommodation strategy in relation to housing for younger adults, and is also involved in work on countywide all service user group housing strategy. This will assist the Council to comply with the Government's national Standards of Expectation for Supported Housing Funding (updated 09.10.18).

<https://www.gov.uk/government/consultations/funding-for-supported-housing-two-consultations>
13. The request is for the post to be extended for six months to September 2019 at this stage.
14. Approval is also requested for the extension of the Better Care Fund Project Co-ordinator (Band A) post at a cost of £40,818 plus budget for travel costs of £300 for a further year, to the end of March 2020. The post undertakes essential work to review, monitor and assess the impact of the spend on projects supported by the Better Care Fund (BCF) and the Improved Better Care Fund (iBCF). This information then informs future decisions on spend and feeds into the quarterly national audit monitoring required. The current post-holder was recruited in April 2017.
15. With the introduction of the Improved Better Care Fund this post is now overseeing a further £21m of spend. The total BCF programme is due to continue until the end of March 2020, hence the request for the post to be extended until this time. This will also allow for the post-holder to make recommendations about future spending requirements once this period ends.
16. The Project Manager for ICT Integration (Band D) post was established for two years from 2017/18 to oversee the implementation of health and social care interoperability, also known as ICT Integration, in response to the Technology Transforming Care report produced in March 2017. The various work streams underway include sharing social care data with Emergency Department staff to improve discharge decisions; new workflows to social care to trigger activity or provide real-time updated information (e.g. automated assessment notices, automated discharge notices and alerts to provide change of circumstances information); and participation in the Care Centric portal which will give all social care staff access to health information relevant to direct care work and give health staff access to relevant social care information for patient care.
17. Significant developments have been achieved to date including the launch of automated assessments at King's Mill Hospital, which is the first example of its kind in the UK. Other plans are close to realisation including the rollout of Phase 1 interoperability to Bassetlaw and Doncaster hospitals and the rollout of access to the Care Centric Health and Care portal to social care staff. Further phases of interoperability at Sherwood Forest Hospitals Trust and Bassetlaw need to be managed carefully to ensure success and it is expected that Nottingham University Hospitals Trust will want to benefit from these developments too.

Further opportunities and benefits to be gained from interoperability become clear to all partners involved as the work continues hence the request for it to continue to be resourced.

18. There is significant national interest in Nottinghamshire's achievements, and the County has already gained one grant from the Local Government Association (LGA) in November 2017 with two more awarded in July 2018 from NHS Digital, to be delivered by March 2019.
19. The Committee is asked to approve the extension of this post at a cost of £57,268 p.a. (Band D) plus budget for travel costs of £700 to the end of March 2020.

Transformation Team – change to staffing establishment

20. Approval is sought to dis-establish a permanent 1 FTE Peripatetic Social Work (Band B) post, currently in the Transformation Team structure, and establish a permanent 0.8 FTE Project Manager (Band D) post. The Peripatetic Social Work post is currently unfilled. The change will be cost neutral in the staffing budget.
21. The Peripatetic Social Worker role was previously developed to provide a staffing resource for operational teams that have social care staff on secondment with the Transformation Team. However this no longer fits with the working of the Transformation Team now that Members have given approval to a new transformation programme based on the Newton advice. The transformation programme would be better supported by a Project Manager who could be tasked with taking responsibility for key projects to deliver savings.

Direct Services posts

22. In 2016 the County Horticulture and Work Training Service was restructured to develop an Employment Hub. Existing service users who attended Brooke Farm were given the option to continue to have a service there. The Employee Service Support Assistants (ESSAs) were introduced to deliver personal care and support to the service users who attend Brooke Farm for therapeutic horticultural activity and to people with disabilities who are receiving work training in the Employment Hub.
23. As well as establishing an Employment Hub, the service has recently undertaken a review through the Council's Commercial Development Unit, and plans are underway to develop the Brooke Farm site in order to attract more customers and broaden the employment opportunities for people with disabilities. These temporary posts require extension whilst this work is undertaken. There are 60 people attending Brooke Farm that require support.
24. The Committee is asked to approve 3.24 FTE Employment Service Support Assistants (Grade 2) posts at a cost of £70,888 p.a. until the end of March 2020.

Business Support post – Social Worker recruitment

25. 0.5 FTE Business Support Officer (Grade 3) post was established in June 2016 in order to provide support for a centralised approach to the recruitment of social care staff and maintenance of the supply register for social care staff. From March 2017 the post was reduced from full-time to part-time (0.5 FTE) and was extended to the end of September 2018 following approval by the Committee in June. The Committee is asked to approve extension of this post until 30th March 2019 at a cost of £12,298 p.a. This will sustain the

temporary support currently offered to Team Managers countywide; the temporary resource will support the department to deliver a recruitment campaign aimed at hard to recruit to professional posts (Social Workers and Occupational Therapists) within social care; and assist with the monitoring, collation and cleansing of the department's establishment data to support strategic workforce planning.

Other Options Considered

26. The temporary posts requiring extension could be removed at the current end dates.
27. The Bassetlaw Short Term Independence Service structure could remain the same, however this would leave the Newark Short Term Independence Service as a smaller team which presents a risk. The Newark team establishment could remain the same but this would leave too many part time posts which makes them less attractive in terms of recruitment.

Reason/s for Recommendation/s

28. As the Committee is aware, a considerable proportion of the department's budget is based on temporary national funding and the requirements attached to this funding have required the department to create and extend temporary posts in order to meet national conditions, to effect the necessary transformation and integration of services with health and to continue to meet the statutory duties of the Council. The department undertakes a rigorous review of all temporary posts on a regular basis to ensure that the posts submitted to Committee for approval are still required.
29. Without the change to Newark/Bassetlaw STIS team establishments, further pressure would be placed on the Newark team which is a much smaller team and covering annual leave and other absences significantly affects the service offer to service users. Utilising the qualified Social Workers in the Newark Older Adults Locality Team will allow more attractive posts for suitable applicants applying for vacancies.
30. A Business Support Officer supporting the managers with the centralised recruitment process provides significant support and prevents delays in service delivery.

Statutory and Policy Implications

31. 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.

Data Protection and Information Governance

32. The data protection and information governance requirements for each of the savings projects is being considered on a case by case basis and Data Protection Impact Assessments will be completed wherever necessary.

Financial Implications

33. The following post extensions and establishment will be funded from departmental reserves:
- extension of the Principal Occupational Therapist (Band D) post to the end of March 2020 at a cost of £57,268 p.a. plus a budget for travel costs of £1,300
 - extension of 1 FTE Occupational Therapist (Band B) post based in the Mansfield and Ashfield Physical Disability Team to March 2020 at a cost of £46,825 p.a. plus a budget for travel costs of £1,300
 - establishment of 2 FTE temporary Social Worker (Band B) posts at a cost of £93,850 p.a. from 1st April 2019 to 31st March 2020 plus a budget for travel costs of £1,300 each in the district teams
 - temporary extension of the current Commissioning Manager (Band E) post at a cost of £31,875 plus a budget for travel costs of £350 to September 2019.
 - extension of the Better Care Fund Project Co-ordinator (Band A) post at a cost of £40,818 plus a budget for travel costs of £300 to March 2020
 - extension of the Project Manager ICT Integration (Band D) post at a cost of £57,268 p.a. plus a budget for travel costs of £700 to March 2020.
 - extension of 3.24 FTE Employment Service Support Assistants (Grade 2) posts at a cost of £70,888 p.a. until the end of March 2020.
 - extension of 0.5 FTE Business Support post until 30th March 2019 at a cost of £12,298.
34. The following posts come with no additional costs, so will be funded from existing budgets:
- conversion of 1 FTE Community Care Officer (Grade 5) post, currently in the Bassetlaw Short Term Independence Service (STIS) structure, to 2 part-time (18.5 hours) Community Care Officer (Grade 5) posts to enable the transfer of one of these posts to the Newark STIS structure at no additional cost.
 - disestablishment of 1 permanent FTE Peripatetic Social Worker (Band B) post, currently in the Transformation Team structure, and establishment of a permanent 0.8 FTE Project Manager (Band D) post at no additional cost.

Human Resources Implications

35. The posts will be extended and recruited to using the County Council's recruitment procedures.

RECOMMENDATION/S

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

- 1) extension of the posts listed in the table below to support the operational needs and requirements of the Council and to help achieve projected savings:

Post title	Number/type of posts (full-time equivalent)	Extension date
Principal Occupational Therapist (Band D)	1 FTE	March 2020
Occupational Therapist (Band B)	1 FTE	March 2020
Commissioning Manager (Band E)	1 FTE	September 2019
Better Care Fund Programme Co-ordinator (Band A)	1 FTE	March 2020
Project Manager, ICT integration (Band D)	1 FTE	March 2020
Employee Support Service Assistant (Grade 2)	3.24 FTE	March 2020
Business Support Officer – Social Worker recruitment (Grade 3)	0.5 FTE	March 2019

- 2) conversion of 1 FTE Community Care Officer (Grade 5) post, currently in the Bassetlaw Short Term Independence Service (STIS) structure, to 2 part-time (18.5 hours) Community Care Officer (Grade 5) posts to enable the transfer of one of these posts to the Newark STIS structure.
- 3) establishment of 2 FTE temporary Social Worker (Band B) posts for 12 months in Newark Older Adults District Teams from 1st April 2019 to 31st March 2020, each with an annual travel budget of £1,300.
- 4) disestablishment of 1 permanent FTE Peripatetic Social Worker (Band B) post, currently in the Transformation Team structure, and establishment of a permanent 0.8 FTE Project Manager (Band D) post.

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Constitutional Comments (EP 25/09/18)

36. The recommendations fall within the remit of the Adult Social Care and Public Health Committee by virtue of its terms of reference.

Financial Comments (KAS 28/09/18)

37. The financial implications are contained within paragraphs 33 and 34 of the report.

HR Comments (SJJ 20/09/18)

38. Current temporary fixed term contracts will be extended where appropriate. The posts to be converted or disestablished are currently vacant and any 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.

Staffing Capacity to Support Current Demands and Responsibilities in Adult Social Care - report to Adult Social Care and Health Committee on 6th February 2017

Proposals for the use of the improved Better Care Fund – report to Adult Social Care and Public Health Committee on 10th July 2017

Supporting the Delivery and Expansion of Assessments and Reviews – report to Adult Social Care and Public Health Committee on 11th September 2017

Electoral Division(s) and Member(s) Affected

All.

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