

**2 November 2015**

**Agenda Item: 9**

**REPORT OF THE SERVICE DIRECTOR, SOUTH NOTTINGHAMSHIRE AND  
PUBLIC PROTECTION**

**APPROVAL TO PERMANENTLY ESTABLISH THE CENTRAL REVIEW TEAM  
FROM APRIL 2016**

**Purpose of the Report**

1. To seek Committee approval to permanently establish the Central Review Team from April 2016, at an annual cost of £890,500. The initial two years will be funded from Adult Social Care, Health & Public Protection (ASCH&PP) Departmental Reserves. Thereafter, the team will be funded corporately.
2. Committee approval is also sought to temporarily merge line management responsibility for the team to fall under the remit of a single Group Manager for Older Adults - Community Care.

**Information and Advice**

3. A temporary reviewing resource has been established in the Department since January 2011. It was originally established to reassess the needs and circumstances of existing service users and carers, check eligibility for support, renew levels of support, and move service users onto Personal Budgets. Since then, the priorities of the team and its configuration have changed to adapt to ongoing business requirements, and to support delivery of savings and efficiency projects that require reviewing resource.
4. At the 12 May 2014 Adult Social Care & Health (ASCH) Committee, approval was given to extend the Central Review Team for a further two years, from April 2014 to March 2016, at an annual cost of £850,000 using Strategic Development Funding. The annual cost is broken down as follows:

| <b>Post Title</b>     | <b>FTEs</b> | <b>Grade</b> | <b>Annual Cost<br/>£</b> |
|-----------------------|-------------|--------------|--------------------------|
| Team Manager          | 2.0         | D            | 102,000                  |
| Reviewing<br>Officers | 20.3        | 5            | 603,000                  |
| Brokers               | 2.0         | 5            | 56,000                   |
| Business<br>Support   | 2.0         | 3            | 41,000                   |
| Running costs         |             |              | 48,000                   |

5. The main purpose for the extension was to support delivery of savings against the Reducing Community Care Spend Older Adults project and, specifically, to undertake targeted reviews on packages of care (in the main, homecare), with the aim of reducing community care spend. For example, by reviewing:
  - a) if a service user's needs have changed over time, thus requiring less or different forms of support
  - b) the amount of Direct Payment a service user receives, where a surplus amount has accumulated in their bank accounts
  - c) hospital discharge cases after six to eight weeks.
6. The Central Review Team also supports delivery of other savings projects, specifically:
  - a) reducing the Average Community Care Personal Budget (Younger Adults) project, through the review of Physical Disability community care packages
  - b) Direct Payments project, through assisting with the re-coup of surplus amounts in the bank accounts of Direct Payment recipients
  - c) reviewing cases where there is potential to reduce the number of carers from two to one, for example through the use of different moving and handling equipment.
7. In addition, the team also meets other operational requirements, including:
  - a) Following up on alerts by the Adult Care Financial Services (ACFS) team, for example where submitted bank statements by Direct Payment recipients suggest a review is required.
  - b) Carer assessments, in tandem with reviews on service users.
  - c) Requests from service users to switch from a managed package to a Direct Payment (or vice-versa).
  - d) Brokerage, where service users are requesting support to find a Direct Payment provider.
  - e) Supporting delivery of new Care Act requirements.
  - f) Other operational priorities, as and when they arise. For example, the team is currently involved in the Direct Payment Support Service transfer work.
8. Of the £850,000 budget allocated to the team in 2014/15, due to some un-filled vacancies actual spend totalled £744,704. In total over 2014/15 the team undertook 2,671 interventions and generated in-year savings of £1,709,069.
9. Of the £850,000 budget allocated to the team in 2015/16, over the period April to September 2015 actual operational costs total £369,138. At the time of writing, over the same period the team has undertaken 1,026 interventions and generated indicative in-year savings of £893,549 (subject to further tests of the sustainability of the savings throughout the rest of the year).
10. Approval is now being sought to permanently establish the team from April 2016. This change is required in order to support delivery of:
  - a) ongoing existing savings projects, as above
  - b) new savings proposals that are currently being developed, which will require further savings through this targeted review activity

- c) the Adult Social Care Strategy, specifically to “ensure that a person’s entitlement to a personal budget is reviewed regularly to ensure that he/she is still eligible and that his/her outcomes are being met in the most cost effective way”
- d) ongoing Care Act requirements
- e) ongoing operational requirements and priorities, as they arise.

11. It is proposed that the annual allocated budget for the team increases to £890,500 from April 2016, in line with routine annual scale point increases and the January 2015 pay award, broken down as follows:

| <b>Post Title</b>  | <b>FTEs</b> | <b>Grade</b> | <b>Annual Cost<br/>£</b> |
|--------------------|-------------|--------------|--------------------------|
| Team Manager       | 2.0         | D            | 105,720                  |
| Reviewing Officers | 22.3        | 5            | 695,782                  |
| Business Support   | 2.0         | 3            | 44,838                   |
| Running costs      | N/A         | N/A          | 44,160                   |
| <b>Total Cost</b>  |             |              | <b>890,500</b>           |

- 12. The original Committee approval obtained in May 2014 acknowledged that the make-up of the ratio between the broker / reviewing officer roles may change, and in reality it is just reviewing function that the team has required over the past two years, and is required in future. Therefore, the 2.0 FTE broker posts were never filled.
- 13. It is proposed that from April 2016 to March 2018 the team is funded from ASCH&PP Departmental Reserves. Thereafter, it is proposed that the team is funded from corporate resource.
- 14. It is also proposed that line management responsibility for the team is temporarily merged to fall under the remit of a single Group Manager for Older Adults Community Care, until their programme of targeted reviews is completed. Currently, line-management falls under the remit of two Group Managers, one who covers reviewing activity undertaken on service users living in the South District, and one who covers reviewing activity relating to Central and North Districts.

### **Other Options Considered**

- 15. The option of no longer undertaking this work has been discounted as reviewing is a statutory responsibility and it is also required to support ongoing delivery of:
  - a) ongoing existing savings projects
  - b) new savings proposals that are currently being developed, which will require further savings through this targeted review activity
  - c) new Care Act requirements
  - d) implementation of the Adult Social Care Strategy
  - e) other operational priorities, as and when they arise.
- 16. The use of other existing departmental or corporate resources has been considered. However, this option has been discounted as there is no spare capacity within

operational or central support teams to undertake this work without impacting on existing savings programmes or business as usual activity.

17. The contracts of the Reviewing Team could just be extended for a further two years. However, as above, there is an ongoing indefinite statutory and operational need to continue to undertake reviews. The Central Review Team has operated under temporary contracts since January 2011. Recently, such uncertainty has resulted in some members of the team opting to return to their substantive posts.

### **Reason/s for Recommendation/s**

18. The option of making the Central Review Team permanent is recommended in order to:
  - a) support delivery of ongoing statutory and operational requirements
  - b) support delivery of the Department's savings programme
  - c) free up other existing Departmental staff resource to focus on other operational priorities
  - d) provide some level of certainty to staff working within the Central Reviewing Team.

### **Statutory and Policy Implications**

19. 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**

20. The annual cost of extending the team is £890,500. The cost of covering this for two years from April 2016 has been ring-fenced from ASCH&PP Departmental Reserves. Thereafter, this cost will need to be funded corporately.

### **Human Resources Implications**

21. The current employment contracts for staff working within the team will need to be amended from temporary to permanent contracts, effective from April 2016.
22. The proposal to temporarily merge line management responsibility for the team to fall under the remit of a single Group Manager will not affect staff other than:
  - a) the remit of the Group Manager, who currently only oversees reviewing activity undertaken on service users living in the South District, will extend temporarily to overseeing reviewing activity undertaken in all Districts
  - b) the remit of the Group Manager who currently only oversees reviewing activity undertaken on service users living in Central and North Districts will be reduced temporarily, to focus on other service priorities.
23. This report has been shared with HR, Unison and GMB representatives.

## **Implications for Service Users**

24. Service users will see no change as a result of the recommendations in this report.

## **RECOMMENDATION/S**

That the Committee:

- 1) approves the permanent establishment of the Central Review Team from April 2016, funded from Adult Social Care, Health & Public Protection Departmental Reserves from April 2016 to March 2018, and thereafter from corporate resource.
- 2) approves an increase in the annual budget allocated to the team from £850,000 to £890,500 from April 2016.
- 3) approves the proposal to temporarily merge line management responsibility for the team to fall under the remit of a single Group Manager for Older Adults - Community Care.

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## **Constitutional Comments (SMG 05/10/15)**

25. The Committee has the responsibility for adult social care matters and approval of relevant staffing structures as required. The proposals in this report fall within the remit of this Committee.
26. 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 (KAS 12/10/15)**

27. The financial implications are contained within paragraph 20 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.

Report to the Adult Social Care and Health Committee, 12 May 2014: *Overview of Savings Projects to be Delivered 2014/15 to 2016/17 by the ASCH&H Department.*

Report to the Adult Social Care and Health Committee, 30 March 2015: *Transformation Resource – Overview of Departmental Requirements*

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

All.

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