

**12<sup>th</sup> November 2018****Agenda Item: 7****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 statutory and operational requirements of the Council.

**Information**

2. The posts in the report, covered in **paragraphs 3 to 31**, 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. Unless stated otherwise within the report, the posts will be funded by departmental reserves.

**Assessment and Care Management teams**

3. An extension is requested for 1 FTE Community Care Officer post (Grade 5 £33,395 p.a) and 1 FTE Social Worker (Band B £46,925 p.a) post based in the hospital teams in the south of the County. The posts are based in the Integrated Discharge Team within Queen's Medical Centre, working alongside health colleagues to facilitate timely discharges from hospital, supporting the Home First/Discharge to Assess model and seven day working. These two posts have been hosted by the Council and funded by the local Clinical Commissioning Group to the end of March 2019. The funding for these posts will be provided by the Council from April 2019 to the end of March 2020.
4. The Committee is asked to approve the establishment of 2 FTE temporary Community Care Officer (Grade 5) posts to support timely hospital discharge and flow of people through the additional short term services that system partners have put in place to be prepared to manage winter pressures in mid-Nottinghamshire. From mid-November, subject to Committee approval, these posts will be required until the end of April 2019 in order to also cover the Easter Bank Holiday at a cost of £30,926.
5. An extension is requested for 1 FTE Social Worker (Band B £46,925 p.a) post and 1 FTE Community Care Officer (Grade 5 £33,595 p.a) post within the Asperger's Team, until the

end of March 2020. These posts were originally agreed by Committee in November 2017 for one year due to the high numbers of people waiting for assessments and associated complaints about this. Whilst the current national financial context means that much of the Council's Adult Social Care funding is of a temporary nature, the department would like to signal the need and intent to make these posts permanent when funding is available.

6. New ways of working have been implemented in the Asperger's Team over the last year. This includes making referrals of people with much less complex needs routinely into the Nottinghamshire Enabling Service, who can then start working with people to increase their independence prior to an assessment. This has, however, only partially managed to reduce the waiting list, because the number of actual referrals continues to increase over and above the original predictions, with an additional rise in referrals of 23.1% against original projected figures for 2017/18.
7. In addition, in order to maximise the potential for independence of people with Asperger's, this requires regular goal focused support planning and review from the team over a period of time, the average being a year. The additional capacity in the team is therefore required to avoid people having to wait for their assessment and also to ensure that staff have time to undertake best practice in support planning to promote people's independence and reduce ongoing reliance on services.

### **Nottinghamshire Enabling Service – changes to the staffing establishment**

8. The Nottinghamshire Enabling Service (NES) offers working-age adults a focused period of enablement to improve skills, confidence and independence. This short term intervention is either instead of or before longer term support is considered. This service has helped improve outcomes for individuals to live happy and independent lives, as well as reducing the cost and level of ongoing care required.
9. The decision to create an enablement service for adults aged 18-64 years was influenced by a number of factors. The updated Adult Social Care Strategy (approved in December 2017) focuses on promoting independence and independent living is a core component of the wellbeing duty under the Care Act. Whilst a reablement/enablement service has been available for some years in older adults, there was no equivalent service in younger adults. Hence, NES supports the Council in meeting its statutory responsibilities and delivering on the ambitions of the Adult Social Care Strategy.
10. The Institute of Public Care (IPC) have advised that local authorities should aim to provide enablement to 90% of younger adults with a newly acquired physical disability and 37% of people with learning disabilities. Current levels of enablement in the Council is below these suggested levels. The IPC advice is supported by the Newton diagnostic in Nottinghamshire, which found 37% of people with learning disabilities would have benefited from enablement but did not have access. The intention is to increase the opportunities for enablement to enable a larger number of younger adults to benefit.
11. The Notts Enabling Service works with individuals to increase their independence and reduce their reliance on social care services for up to 12 weeks in any of the following areas:
  - developing or learning new skills at home, for example preparing food/domestic tasks
  - preparing for and connecting with opportunities for voluntary/paid work

- using the internet/apps etc. to support communication/self-care/using Assistive Technology
- travel training and support to access the community - finding places to go and how to travel independently
- building links with other people to support and promote opportunities to meet people and make connections to promote wellbeing
- keeping safe - support with building confidence and skills
- supporting the person to connect with other services of interest or value to the individual.

This is illustrated by the case study below:

*A young man with autism & ADHD (Attention Deficit Hyperactivity Disorder) was referred to NES as he was struggling at college and was being considered for day services to meet his needs. It was established on discussion that he was unhappy at college and preferred to work outside. He also had limited social opportunities. A Promoting Independence Worker worked with him to increase his confidence with travelling independently on public transport. He connected him with a cycling group and a gardening project where he made new friends and enjoyed his weekly time there. A Community Independence Worker for Transitions also helped him to start a Duke of Edinburgh Award. His confidence and independence has grown so much so that he is now about to start full time paid work as a brick layer.*

12. The NES has demonstrated good outcomes with 79.31% of younger adults who received reablement/enablement did not require any other services following this (this data included Mental Health, Adult Deaf and Visual Impairment Service and NES data).
13. The NES team also provides savings to the Council through achieving better outcomes. These include:
  - supporting the delivery of agreed savings - the team is directly delivering £1.146 million between 2018/2019 and 2020/2021 and is supporting delivery of a number of other savings project across Adult Social Care totalling £4.867 million
  - managing demand for services going forward - since its establishment the team is reducing the number of new services users coming into the service with a 37% reduction in learning disability assessments, as people's needs are being met by a short term intervention provided by the team
  - providing long term savings over the course of an individual's life by keeping them independent for longer with a reduced need for formal services. This is particularly significant considering that the average time someone aged 18-64 years receives services is currently 22 years.
14. In order to continue this positive work it is requested that the following posts be extended for 12 months until 31<sup>st</sup> March 2020:
  - 8 FTE Promoting Independence Workers – Grade 3 (£24,595 per person p.a)
  - 1 FTE Community Independence Worker - Grade 3 (£24,595 p.a)
  - 1 FTE Team Leader - Band A (£40,818 p.a)
  - 1 FTE Team Manager - Band D (£57,268 p.a)

- 1.5 FTE Business Support - Grade 3 (total cost of £35,994 p.a).

These posts are in addition to those already funded from either permanent budget or the Improved Better Care Fund.

### **Transformation Team Posts**

15. This report seeks approval to establish a 1 FTE Strategic Development Assistant (Grade 5) post on a temporary basis until the end of March 2019. This would enable the team to retain an intern who has been placed with the team by Leonard Cheshire, a disability charity which supports young disabled adults into the workforce. The extension at a cost of £8,500 would be paid for by the existing staffing budget and would require no additional funding.
16. The Strategic Development Assistant post is supporting the wider change programme, specifically looking at the use of data to inform and improve operational decision making. Using existing funding for the Strategic Development Assistant would allow the post to be extended until the end of the financial year.
17. In March 2018 the evaluation of the Integrated Care Teams by Nottingham Trent University (NTU) and PeopleToo was reported to the Committee. This evaluation found multi-disciplinary working across health and social care achieves better outcomes for service users and realises savings for social care, but this was dependent on the right conditions for integration being in place.
18. At the March meeting of the Committee it was agreed to appoint a Project Manager to implement a best practice model for integration across the County based on the findings from the report. A Project Manager was appointed in June 2018 on a fixed term contract until March 2019.
19. The work will need to continue beyond March 2019 across the seven Clinical Commissioning Groups to ensure a full roll out of the programme across the whole of the County. The proposal is for this work to be continued at the lower level of Programme Officer (Band B) for nine months from April 2019 to December 2019. The extended Programme Officer resource will also ensure that a robust benefits analysis is in place and can closely monitor the impact, benefits, and future savings and resource requirements for Integrated Care Teams.
20. It is anticipated the benefits of fully embedding the best practice model are cost savings and improved outcomes through:
  - a) a reduction in hospital admissions
  - b) a reduction in admissions to residential and nursing care
  - c) greater use of lower level services that helped maintain service users' wellbeing and independence, enabling them to remain at home
  - d) increased number of service users remaining at home with lower cost packages of care.
21. The cost of 1 FTE Programme Officer (Band B) post for nine months is £35,193.

## **Adult Access Service**

22. The Committee is asked to approve the extension of 1 FTE Advanced Social Work Practitioner (Band C £53,384 p.a), 1 FTE Social Worker (Band B £46,925 p.a) and 1.5 FTE Community Care Officer (Grade 5 £50,393 p.a) posts to the end of March 2020. These posts continue to support the transformational three tier approach to early resolution, acting as the first point of support and resolution. With the growth of the team, as agreed by the Committee in March 2018, to support the further roll out of this work, there remains a need both for continued management oversight and CCO staff, to support the benefits realisation of the project. New posts within the team have been recruited to until the end of March 2020. Therefore, the extension of these posts will enable a consistent approach to be adopted throughout the whole period, providing an opportunity to consider future resources, both in the Adult Access Service and duty points around the department.
23. There has been a significant increase in referrals into the service however, the success of these posts is already shown by the increased resolution rate at an early point of contact in the Adult Access Service, which has ultimately led to a reduction in the need for a care and support assessment from the district teams. This is identified as one of the key performance indicators to demonstrate the success of the approach.

## **Commissioning Officer and Data Technician/Finance Assistant posts - Continuing Health Care**

24. The Committee is asked to approve the extension of 1 FTE Commissioning Officer (Band C £53,384 p.a) and 1 FTE Data Technician/Finance Assistant (Grade 4 £28,445 p.a) posts to March 2020. These posts are critical in ensuring that continuing healthcare (CHC) is accessible to all service users who may be eligible through robust application of the national guidance, and where funding is agreed that processes between health and the Council are systematic and efficient. This includes exploring joint initiatives aiming to deliver efficiencies through more strategic, cost effective commissioning.
25. Extension of the posts will support the Council to maximise income where it is appropriate to do so and to avoid funding service users who should be eligible for CHC. The posts have been instrumental in recovering £500,000 in income owing to the Council, as well as securing £300,000 annualised future income. These amounts were secured over the year to July 2014.

## **Community Care Officers to support a range of projects**

26. As the Committee will be aware there is considerable work taking place across the department with younger adults. There are established projects based around promoting independence in supported living and outreach services, which includes reviews of care and support packages with a focus on reviewing sleep in support and using assistive technology, and whole service reviews where the support of everyone in a service is reviewed as a whole.
27. The department is also supporting people to move from residential care to supported living where it is appropriate to do so, as well as supporting people to move from supported living to general needs housing, through developments such as the establishment of Community Living Networks across the County. The department is also working on an accommodation

strategy for younger adults which will be subject to approval by this Committee in due course.

28. There are still considerable savings expected to be realised by these projects. Although the project has exceeded its savings targets, the need for sensitivity when working with service users and carers and culture change work needed within providers and with colleagues in locality teams necessitates an approach that requires time. Experience gained by the Community Care Officers (CCO) and Advanced Social Work Practitioner (ASWP) to date equips them to continue to develop these areas of work.
29. The Committee is asked to approve the extension of 8 FTE Community Care Officer (Grade 5 total cost is £268,759 p.a) posts and 1 FTE ASWP (Band C £53,384 p.a) post until the end of March 2020 with a view to them being used flexibly across all of the above transformation projects, and others as required.

### **Shared Lives Scheme - Placement Co-ordinator**

30. The Shared Lives Scheme is a highly successful way of helping vulnerable people to live with families, and live ordinary lives in the community. It is different to other types of care arrangements and demonstrates positive outcomes for people who use it and carers that support them. Approval is requested for the establishment of a 1 FTE Shared Lives Placement Coordinator (Grade 5) post on a temporary basis until end of March 2019 to support the recruitment and assessment of carer households, to ensure a continued supply of new carers to provide stable and reliable placements.
31. The post would be at a cost of £16,772 including on-costs. The funding for this would be met from underspend in the current staffing budget within Direct Services.

### **Other Options Considered**

32. The temporary posts requiring extension could be removed at the current end dates. The Shared Lives Scheme could continue to put carer applications on a waiting list for assessment. This would not be the preferred option as delays in assessment can mean losing potential carers through lengthy wait times.

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

33. 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.
34. The addition of the temporary Shared Lives Placement Coordinator post will support the assessment of carers and reduce the length of time between application and carer approval.

## **Statutory and Policy Implications**

35. 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**

36. The data protection and information governance requirements are being considered on a case by case basis and Data Protection Impact Assessments will be completed wherever necessary.

## **Financial Implications**

37. The following posts extensions and establishment will be funded by departmental reserves:
- extension of 1 FTE Community Care Officer post to the end of March 2020 (Grade 5 - £33,595 p.a)
  - extension of 1 FTE Social Worker to the end of March 2020 (Band B - £46,925 p.a)
  - establishment of 2 FTE temporary Community Care Officers (Grade 5 – total cost of £30,926 to the end of April 2019)
  - extension of 1 FTE Social Worker to the end of March 2020 (Band B - £46,925 p.a)
  - extension of 1 FTE Community Care Officer to the end of March 2020 (Grade 5 - £33,595 p.a)
  - extension of 8 FTE Promoting Independence Workers to the end of March 2020 (Grade 3 - £24,595 per person p.a)
  - extension of 1 FTE Community Independence Worker to the end of March 2020 (Grade 3 - £24,595 p.a)
  - extension of 1 FTE Team Leader to the end of March 2020 (Band A - £40,818 p.a)
  - extension of 1 FTE Team Manager to the end of March 2020 (Band D - £57,268 p.a)
  - extension of 1.5 FTE Business Support to the end of March 2020 (Grade 3 – total cost of £35,994 p.a)
  - extension of 1 FTE Programme Officer to the end of December 2019 (Band B - £35,193)

- extension of 1 FTE Advanced Social Work Practitioner to the end of March 2020 (Band C - £53,384 p.a)
- extension of 1 FTE Social Worker to the end of March 2020 (Band B - £46,925 p.a)
- extension of 1.5 FTE Community Care Officers to the end of March 2020 (Grade 5 - total cost of £50,393 p.a)
- extension of 1 FTE Commissioning Officer to the end of March 2020 (Band C - £53,384 p.a)
- extension of 1 FTE Data Technician/Finance Assistant to end of March 2020 (Grade 4 - £28,445 p.a)
- extension of 8 FTE Community Care Officers to end of March 2020 (Grade 5 – total cost of £268,759 p.a)
- extension of 1 FTE Advanced Social Work Practitioner to end of March 2020 (Band C - £53,384 p.a)

38. The following post will be funded from current staffing underspend within Direct Services

- establishment of 1 FTE Shared Lives Placement Coordinator to the end of March 2019 (Grade 5 – total cost of £16,797)

39. The following post will be funded from existing staffing budget in the transformation team:

- establishment of 1 FTE Strategic Development Assistant (Grade 5) post until the end of March 2019 at a total cost £8,500.

### Human Resources Implications

40. Any specific HR implications are identified in the body of the report.

## 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 planned savings:

Post title	Number of posts (full-time equivalent)	Extension date
Social Worker (Band B)	3 FTE	March 2020
Community Care Officer (Grade 5)	11.5 FTE	March 2020
Advanced Social Work Practitioner (Band C)	2 FTE	March 2020
Commissioning Officer (CHC) (Band C)	1 FTE	March 2020



Data Technician/Finance Assistant (CHC) (Grade 4)	1 FTE	March 2020
Notts Enabling Service		
• Promoting Independence Worker (Grade 3)	8 FTE	March 2020
• Community Independence Worker (Grade 3)	1 FTE	March 2020
• Team Leader (Band A)	1 FTE	March 2020
• Team Manager (Band D)	1 FTE	March 2020
• Business Support Officer (Grade 3)	1.5 FTE	March 2020
• Programme Officer (Band B)	1 FTE	December 2019

- 2) establishment of 2 FTE Community Care Officer (Grade 5) posts to support winter pressures in Mid-Nottinghamshire until the end of April 2019
- 3) establishment of 1 FTE Strategic Development Assistant (Grade 5) post until the end of March 2019
- 4) establishment of a temporary 1 FTE Shared Lives Placement Co-ordinator (Grade 5) post until the end of March 2019.

**Paul McKay**

**Deputy Corporate Director, Adult Social Care and Health**

**For any enquiries about this report please contact:**

Jennie Kennington

Senior Executive Officer

T: 0115 9774141

E: [jennie.kennington@nottsccl.gov.uk](mailto:jennie.kennington@nottsccl.gov.uk)

#### **Constitutional Comments (LM 25/10/18)**

41. The Adult Social Care and Public Health Committee is the appropriate body to consider the contents of the report.

#### **Financial Comments (OC 01/11/18)**

42. The financial implications are contained within paragraphs 37 to 39 of the report.

#### **HR Comments (SJJ 22/10/18)**

43. Staff currently employed in the temporary posts will have their contracts extended and the recruitment to the new temporary posts will be achieved by following the agreed employment policies and procedures of the Council and those appointed will be employed on fixed term contract.

## **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.

County Asperger's Team - report to Adult Social Care and Public Health Committee on 13<sup>th</sup> November 2017

Evaluation of the impact of social care staff embedded within Integrated Care Teams – report to Adult Social Care and Public Health Committee on 12 March 2018

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

All.

ASCPH597 final