

10th June 2019

Agenda Item: 11

**REPORT OF THE CORPORATE DIRECTOR, ADULT SOCIAL CARE AND
HEALTH****ADULT SOCIAL CARE AND HEALTH – CHANGES TO 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, operational and transformational requirements of the department. The report also requests approval to ensure that the East Midlands Improvement Programme Team is appropriately resourced to meet the requirements of current work including the review of the Sector Led Improvement process within the region.

Information

2. The posts in the report, covered in **paragraphs 3 to 24**, are required to meet operational needs and requirements, and to effect transformational change in relation to the integration of health and social care services. The Regional Improvement Programme post is hosted by the Council and leads improvement work across adult social care services in the region.

Transforming Care – extension of Social Worker post

3. Transforming Care: [A national response to Winterbourne View Hospital](#) published in December 2012, was the government's response and commitment to improving health and care services, so that more people with learning disabilities and / or autism who may have behaviours that challenge and who may have a mental health condition can be discharged from hospital, live in the community, with the right support, and close to home.
4. In June 2015 Nottinghamshire became one of six 'fast track' sites nationally. The Nottinghamshire Transforming Care Partnership (TCP) includes Nottingham City Council, Nottinghamshire County Council and the seven Clinical Commissioning Groups (CCGs) who along with NHS England are responsible for commissioning health and care services for people in the area. As of April 2019, 33 County service users have been discharged from hospital and Nottinghamshire currently has 31 people remaining in hospital settings. These include some people in Rampton Hospital (high secure setting) as well as medium and low secure, locked rehab and assessment and treatment beds.

5. A 0.5 FTE Social Worker post (Band B) in the Learning Disability Forensic Team was initially established for two years through Transforming Care Partnership funding granted by NHS England. Due to the uncertainty of this funding going forward but the continued need for the post to enable people to be discharged from hospital and to support the health professionals in the Forensic team, as a temporary solution the post was extended until August 2019 from underspend in the Council's Younger Adult Project Team staffing budget. The post is essential in supporting the statutory function to provide social supervision for 'restricted patients' - those that can only be released from hospital by agreement with the Ministry of Justice and where the conditions of release need to be monitored and reported on.
6. The Transforming Care Partnership has now confirmed that infrastructure funding for the programme for 2019/20 includes the funding of this post, and will therefore be available to fund the post from April 2019. The Committee is asked to approve the further extension of the post to the end of March 2020.

East Midlands Regional Improvement Programme for Care and Health - Association of Directors of Adult Social Services (ADASS)

7. Nottinghamshire County Council hosts the regional Improvement Programme for Care and Health in the East Midlands, with funding primarily from the Department of Health and Social Care. The Corporate Director oversees this work on behalf of the East Midlands Second Tier Councils.
8. The regional Improvement Programme Manager post provides coordination and oversight of regional improvement programmes such as the Sector-Led Improvement Programme, Workforce Development, and the Learning Disability and Transforming Care Programme.
9. On an annual basis this Committee receives a report requesting that the post be extended for 12 months to support the ongoing work of the Branch. Following the resignation of the current postholder the Branch is seeking to recruit a replacement for a period of two years. The current postholder's contract is a one year contract which is due to end on 31st March 2020.
10. The Branch has commenced a review of its approach to Sector Led Improvement and Branch members will be considering the resource requirements for the Programme Team going forward as a result.
11. As part of the review, the Branch has agreed to end the contract that it has with an external consultant to undertake the administration of the Peer Review function and to "re-invest" the subsequent saving back into the Programme Team by recruiting more capacity to manage the function in house.
12. Ensuring that there is capacity and stability in the Programme Team for the duration of the review and the implementation of any recommendations that come from it is a key consideration. To this end the Branch intend to recruit to the two year post on a full-time basis (the current postholder's contract is for 22 hours only).
13. There are no financial implications for the Council as the programme is fully funded through ADASS. Most of the programme funding comes from grant allocation from the Department

of Health and Social Care. Work has taken place to ensure that the Branch budget is sufficient to support the financial demands of making this change to the staffing within the Programme Team.

Integrated Care Teams Project Manager

14. The purpose of the Integrated Care Teams Project Manager post is to implement the recommendations from the evaluation of the Integrated Primary Care Teams for Older Adults across the three planning areas of North, Mid and South Nottinghamshire where social care costs and outcomes can be improved through a greater level of integrated working. The project is now showing signs of early success regarding reduced cost outcomes for social care, but further operational staff implementation and evaluation work is required.
15. The original 1 FTE Integrated Care Teams Project Manager (Band D) post was appointed to in June 2018 and the post-holder left the department on 31st December 2018; overall this left around five months funding without someone in post. The department appointed again to the Project Manager post from 18th February 2019 until the end of May 2019.
16. The Integrated Care Teams project is aligned with the overall ambition of the refreshed Adult Social Care and Public Health Departmental Strategy within Commitment 9 - to ensure people can access the right care and support in a quick and responsive way through the better integration of health and social care. The project also aligns with the NHS Long Term Plan to achieve greater and more efficient levels of integration across health and social care.
17. It is anticipated that the Project Manager will achieve improved outcomes for service users including a reduction in hospital admissions; a reduction in admissions to residential and nursing care; greater use of low level services that help to maintain wellbeing and independence and enable people to remain at home; helping people to help themselves through person centred care, and supporting the right intervention at the right time.
18. The brief case study below shows how the teams are currently working to improve outcomes:

Case study – Mansfield
<i>Service user with leg sores</i> Liaising closely with the district nurses enabled the social worker to know when the care package could safely be reduced as the service user's health improved. The family had been asking for residential care, but the nurses were able to give professional support in conversations and to reassure the family that the person's mobility would improve and that long term care was not needed.

19. The cost of the extended Project Manager (Band D) post will be met from the Transformation Team budget. Approval is therefore sought to continue the post from 1st June 2019 to the end of March 2020.

Better Care Fund Programme Manager

20. The national Better Care Fund (BCF) programme spans both the NHS and local government. It aims to increase the scale and pace of local integration, resulting in an improved experience and better health and wellbeing for local people.
21. Nottinghamshire's Better Care Partnership pooled budget totalled £80.5 million in 2018/19 and delivered a range of programmes. Partners are the six County Clinical Commissioning Groups, seven District Councils and the County Council. Plans are approved and monitored locally by Nottinghamshire's Health and Wellbeing Board with key performance targets for: reducing Delayed Transfers of Care; reducing hospital and residential care home admissions and improving reablement service and Disabled Facility Grant (DFG) outcomes. Quarterly national reports are required to be submitted.
22. Nottinghamshire County Council hosts the pooled budget arrangement and the Better Care Fund Steering Group is chaired by the Corporate Director for Adult Social Care and Health. New priorities have been agreed for the next 18 months including developing and implementing a cross-cutting housing strategy, exploring the potential for a more integrated approach to DFGs and implementing the Technology Enabled Care Strategy.
23. A BCF Programme Manager is required to work across the multiple partners to manage and monitor the programme, as well as provide leadership support to develop and implement new partnership strategies and plans. Previously the post was based in the Integrated Care System (ICS) structure and provided light touch support to the programme. It has however been decided that because the BCF and the ICSs are not integrated in Nottinghamshire that this is no longer the best option and the BCF requires its own dedicated support to maximise the strategic opportunities available.
24. Approval is therefore requested to establish a 0.81 FTE (30 hours per week) Better Care Fund Programme Manager (Grade F) post on a permanent basis, through the Better Care Fund partnership.

Other Options Considered

25. The option not to extend the Integrated Care Teams Project Officer post was considered but loss of Project Manager time during the last year has hindered progress with regard to further operational staff implementation and development of a robust evaluation of the project. The option of not establishing the BCF Programme Manager post has been considered; this would not however enable the programme to be robustly managed or maximise the potential strategic partnership opportunities of the BCF.

Reason/s for Recommendation/s

26. The Social Worker post in the Transforming Care partnership is required to support people who are 'restricted patients' and therefore subject to very specific conditions of release. The East Midlands Regional Improvement Programme is hosted by the County Council but supports adult social care development and improvement across the region. The Integrated Care Teams Project Manager supports the better integration of health and social care frontline support across the County, which is both a national and local priority.

Statutory and Policy Implications

27. 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.

Financial Implications

28. The East Midlands Programme Manager post is externally funded from the remains of legacy funding from the Joint Improvement Programme, together with Care and Health Improvement Programme funding via the Local Government Association and Department of Health and Social Care. The region was allocated £85,931 for 2019/20 to support learning networks and other regional activity. In previous years further funding has been made available over the winter period to address winter pressures. However, if this additional funding is not forthcoming there are still sufficient funds to resource the regional programme for 2019/20 and 2020/21.
29. The Social Worker post will be funded by the Transforming Care Partnership until the end of March 2020. The Integrated Care Teams Project Manager post will be funded by the Adult Social Care Transformation Team budget until the end of March 2020.
30. The Better Care Fund partnership jointly funds the Programme Manager post with a shared budget of £65,000 allocated for 2019/20. This is split on a 1/7th ratio across the County Council and the six CCGs.

Human Resources Implications

31. It is proposed that Nottinghamshire County Council continues to host the East Midlands Improvement Programme post, and that the Corporate Director, Adult Social Care and Health, together with Branch Chair of the Association of Directors of Adult Social Services, will provide oversight of the work of the post-holder.
32. The two temporary posts – Social Worker and Project Manager – will have their contracts extended within their current teams.
33. The BCF Programme Manager post will be established and managed in the Adult Social Care and Health department.

RECOMMENDATION/S

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

- 1) extension of the 0.5 FTE Social Worker (Band B) post in the Learning Disability Forensic Team to the end of March 2020, with funding provided through the Transforming Care Partnership

- 2) amendment of the contract for the East Midlands Improvement Programme Manager (Band F) post to full-time from 22 hours per week and to two years from one-year duration, with funding provided from the Joint Improvement Programme
- 3) extension of 1 FTE Project Manager (Band D) post for an additional 10 months from 1st June 2019 to 31st March 2020, with funding from the Adult Social Care Transformation Team.
- 4) establishment of 0.81 FTE (30 hrs per week) Better Care Fund Programme Manager (Grade F) post on a permanent basis within the Adult Social Care and Health department, funded by the Better Care Fund partnership.

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Constitutional Comments (LW 29/05/19)

34. Adult Social Care and Public Health Committee is the appropriate body to consider the content of the report.

Financial Comments (OC 29/05/19)

35. The East Midlands Programme Manager post is externally funded from the Joint Improvement Programme via the Local Government Association and Department of Health and Social Care.
36. The 0.5 FTE Social Worker (Band B) post will be funded by the Transforming Care Partnership until the end of March 2020 (£23,929). The 1 FTE Integrated Care Teams Project Manager (Band D) post will be funded by the Adult Social Care Transformation Team budget until the end of March 2020 (£48,673).
37. The 0.81 FTE Programme Manager (Band F) post (£65,000) will be jointly funded by the Better Care Fund Partnership (NCC and 6 CCGs); the post will cease if joint funding is not continued beyond 2019/20.

HR Comments (SJJ2 29/05/19)

38. The successful candidate for the East Midlands Improvement Programme post will be employed on the County Council's terms & conditions. All other implications are included 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.

Extension of contracts for support to the East Midlands Improvement Programme in Adult Social Care: report to Adult Social Care and Public Health Committee on 12th March 2018

Evaluation of the impact of Social Care Staff embedded within Integrated Care Teams: report to Adult Social Care and Public Health Committee on 12th March 2018.

Electoral Division(s) and Member(s) Affected

All.

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