

**16<sup>th</sup> March 2020****Agenda Item: 8****REPORT OF THE SERVICE DIRECTOR, COMMUNITY SERVICES, LIVING  
WELL****CHANGES TO THE STAFFING STRUCTURE AT BROOKE FARM****Purpose of the Report**

1. The purpose of this report is:
  - a) to seek Committee approval to implement a revised staffing establishment at Brooke Farm from 1<sup>st</sup> April 2020 in order that resources can be realigned to deliver the Council's priorities and vision for adult social care and support for adults with disabilities attending the Employment Hub to prepare for and secure paid employment.
  - b) to seek Committee approval that the temporary posts of Care and Support Worker identified in the structure are made permanent.

**Information**

2. In September 2015, Committee approved the development of an Employment and Skills Training Hub within the Council's County Horticulture Service. The Hub forms part of the wider service which supports service users across two sites at Brooke Farm in Linby and at Balderton, Newark. People are supported to gain skills in horticulture, retail, food preparation and administration.
3. It is envisaged that once completed, the site improvements at Brooke Farm, approved by Committee in April 2018, will increase customer numbers and average spend through commercial development, whilst offering a greater range of work experience opportunities available to those attending.
4. The current staffing model does not adequately reflect the roles required to successfully operate both the training hub and develop the site to provide a rural retail experience which plays an active part in the local community.
5. Departmental workforce remodelling saw teams take part in employee engagement sessions on how resources are utilised and made suggestions for changes and improvements. Following this, a review of current staffing structures and job descriptions has been undertaken at Brooke Farm.

## **Proposal to seek approval to implement a revised workforce structure at Brooke Farm**

6. The current staffing structure is outlined at **Appendix 1**. The current structure requires revision to ensure that the developments at the Brooke Farm site can be staffed and fully operational. All the job descriptions have been reviewed and updated to reflect the changes required to Brooke Farm operations.
7. The proposed staffing structure is outlined at **Appendix 2**. In this structure there are no changes to the Caretaker and the Care and Support Worker job descriptions. Both the Team Manager and the Retail Manager have had their job descriptions reviewed and updated to reflect operational changes at the Farm. The new structure proposes the following:
  - to disestablish 1 FTE Employment Service Leader (Band A) post, and a temporary 30 hour Care and Support Worker (Grade 2) post which is currently vacant.
  - to revise and consolidate the current Employment Inclusion Worker and Employment Service Worker roles, changing the job title to Employment Development Worker. There are an additional 2 FTE Employment Development Worker (Grade 5) posts in the proposed establishment, increasing the number of posts from 5 FTE to 7 FTE.
  - to revise the Sales Assistant job description and to increase the number of hours from 3 FTE Grade 1 (indicative grade) to 3.76 FTE and to change the title of this post to Retail Assistant.
  - to establish 1.14 FTE Food Service Assistant (Grade 1, indicative grade) posts to work in the new café.
8. Redesigning the staffing structure in this way will offer greater opportunities for employment training for the people attending and give greater flexibility to increase the shop and café opening times to develop the commercial offer.
9. Any changes to working patterns as a result of extended opening hours at Brooke Farm will be subject to consultation with affected staff, supported by HR colleagues and Trade Unions.
10. The costs of additional staffing will be met through the deletion of the Employment Service Leader post and deletion of vacancies within the existing structure.
11. One full time Employment Service Leader, currently employed at Brooke Farm, may be at risk of redundancy because of the proposal to remove this post from the new structure. The affected postholder will be supported to identify a suitable redeployment opportunity in line with Council Policy and offered the opportunity to seek Voluntary Redundancy, if this is not possible.
12. Vacant posts within the Horticulture Service and Sherwood Industries will be deleted from the structure.
13. A consultation period ran from 15<sup>th</sup> November to 13<sup>th</sup> December 2019. Throughout this period a number of presentations and meetings were held with staff. Managers were also available for individual sessions. Staff unable to attend a meeting in person had an overview

discussed with them and were given information on how to give feedback. Trade Union colleagues were invited but no representatives were available to attend . A summary email was sent to the Trade Union Representatives and comments invited.

14. Feedback received has been collated and responses fed back to staff and Trade Union colleagues.
15. The main views and feedback arising from the consultation are attached as **Appendix 3**.

### **Proposal to seek approval to make permanent the temporary posts of Care and Support Worker**

16. The provision of Care and Support Workers on a temporary basis at Brooke Farm has enabled the existing service users to receive a package of tailored support which reflects their individual needs.
17. The proposal to revise the current staffing model and make permanent 2.43 fte Care and Support Worker (Grade 2) posts will ensure that service users continue to benefit from the therapeutic elements of the Employment Hub and support the Council to maintain the service to this group.

### **Other Options Considered**

18. To leave the structure without review or formal change.

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

19. The proposal will deliver employment outcomes for people attending the Employment Hub. It will offer wider opportunities to experience practical placements in readiness for paid employment.
20. The revised staffing model will assist to achieve the outcomes of the report to Adult Social Care and Health Committee on 16<sup>th</sup> April 2018, reducing the annual running costs of the service, as developed with the Council's Commercial Development Unit.

### **Statutory and Policy Implications**

21. 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**

22. The cost of the staffing structure within Brooke Farm will increase from £378,000 to £586,000. This increase can be met by the removal of the Employment Service Leader post and deletion of vacant posts across the wider services.

23. Sufficient funding has been included in the budget to enable payment of the weekend working enhancements as set out in the current Terms & Conditions.
24. There will be no impact to the current savings being delivered by the Brooke Farm savings programme by the implementation of these changes.

### **Human Resources Implications**

25. The proposed structure is set out in **Appendix 2**. Employees have been involved in developing the proposed structure and job descriptions and they along with Trade Union colleagues have been formally consulted in line with the Council's agreed processes. Confirmation of grades where there have been any changes within the structure will be confirmed using the agreed job evaluation process.

### **Implications for Service Users**

26. The revised staffing structure will enable the development of the site and increase the range and capacity of work training activities available to service users.
27. The work being undertaken to support adults with disabilities into employment is a positive driver towards independence and choice.

## **RECOMMENDATION/S**

- 1) That Committee approves the following changes to the staffing establishment at Brooke Farm from 1<sup>st</sup> April 2020:

To disestablish the following:

- 1 FTE Employment Service Leader (Band A) post
- 30 hours Temporary Care and Support Worker (Grade 2)

To establish the following:

- 2 FTE Employment Development Worker (Grade 5) posts
- a further 0.76 FTE Retail Assistant hours (Grade 1)
- 1.14 FTE Food Service Assistant (Grade 1) posts

To make permanent the following temporary posts:

- 2.43 FTE Care and Support Workers (Grade 2).

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### **Constitutional Comments (KK 17/02/20)**

28. The proposals in this report are within the remit of the Adult Social Care and Public Health Committee.

### **Financial Comments (OC20 24/02/20)**

29. The changes to the proposed permanent structure are summarised in **paragraph 7**. The permanent budget will be £586,000 and be met by the removal of the Employment Service Leader post and deletion of vacant posts across the wider services.

### **HR Comments (SJJ 14/02/20)**

30. Appointments to the posts in the new structure will progress in line with the Council's agreed policies and procedures; including the Enabling Process. Any displaced employees will be dealt with under the Council's Redundancy and Redeployment Policy. As outlined in the report staff and Trade Union colleagues have been consulted on the proposals.

### **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.

[Consultation about the future of the County Horticulture Service – report to Adult Social Care and Health Committee on 7th September 2015](#)

[Adult social care and commercial development – outcome of consultation – report to Adult Social Care and Public Health Committee on 16th April 2018](#)

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

All.

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