

1st April 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 and operational requirements of the Council.

Information

2. The posts in the report, covered in **paragraphs 3 to 10**, are required to meet operational needs and requirements, and to achieve projected savings.

Extension of Occupational Therapists in Physical Disability Teams

3. Over winter, Physical Disability Teams across the County utilised additional temporary Occupational Therapy staff funded by the Winter Pressures Grant to pilot a new approach, promoting people's independence through greater and earlier use of Occupational Therapy for social care referrals. The approach draws simultaneously on the expertise of both Occupational Therapists and Social Workers to work with individuals to focus on their strengths, resources and community capacity to meet their occupational, functional and social care needs as early as possible and in a way that supports them to maximise their independence.
4. Whilst this has only run for two months, the approach is showing early success and has resulted in reduced ongoing care packages being required. To fully scope the potential, have sufficient data for full evaluation, review the workforce requirements and embed the new approach requires the existing 3 Occupational Therapist posts to be extended. Due to the short-term nature of this extension the intention is to maintain the current arrangement with existing agency Occupational Therapists. Approval is therefore sought to utilise £115,440 of Departmental Reserves to:
 - extend 3 FTE Occupational Therapist (agency) posts for an additional six months from 1st April 2019 – 30th September 2019.

Additional temporary Business Support Officer post to support Recruitment and Retention initiatives

5. Recruiting and retaining sufficient social care staff is a key national challenge, reflected locally in Nottinghamshire. It is a priority action and risk identified in the Department's Workforce Strategy and action plan. Key roles include: Reablement posts in the Council's Short-Term Assessment and Reablement Team (START), homecare staff in the independent sector providers and Occupational Therapists. A local action plan is in place, based on learning from both national and regional pilots and research. The majority of the resources to deliver the plan will be met by existing staff in the Department, however some administrative support is required which is not available currently.
6. Following the need to establish four temporary peripatetic Team Managers in 2017 to enable the rising volume of safeguarding work and Deprivation of Liberty Safeguards (DoLS) authorisations to be completed, a review of the Social Work operational Team Manager role identified that many are currently spending significant amounts of time undertaking the administrative tasks associated with recruitment which is impacting on their ability to be able to complete their core management tasks. Additional Business Support Officer capacity has been identified as a solution that would jointly address this. Tasks that the role would undertake include:
 - administration of a more efficient centralised recruitment model across the department
 - setting up recruitment panels (e.g. where more than one of the same post is being recruited to at the same time across the department), arrange venues, send invitations and track responses, collate Right to Work documentation
 - manage departmental rolling recruitment campaigns to key posts with high ongoing turnover
 - maintain accurate departmental information to support managers and the Senior Leadership Team to review and pro-actively manage the current high number (200 plus) of temporarily funded posts in the department
 - collate data to support evaluation of recruitment and retention initiatives, including monitoring turnover and vacancies across the department
 - research/establish recruitment events in the community/schools/universities and arrange for relevant Departmental staff to attend and promote social care.
 - arrange targeted recruitment fairs and relevant teams to attend
 - support collation of materials/packs to support recruitment initiatives.
7. Approval is therefore sought to utilise £12,279 of Departmental Reserves to:
 - establish a 0.5 FTE Business Support Officer (Grade 3) post for an additional 12 months from 1st April 2019 – 31st March 2020.

Integrated Care Team Project Manager

8. The Integrated Care Teams Project Manager post was originally agreed by the Committee in March 2018 for 12 months from 1st April 2018 to the end of March 2019. 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 has

shown some signs of early success with regard to reduced cost outcomes for social care, but further evaluation work is required.

9. The original post was appointed to in June 2018 and the post-holder left the department on 31st December 2018; overall this has left around five months funding without someone in post. In order to utilise the funding, the department has been able to successfully appoint again to the Project Manager post from 18th February 2019. The request for two further months for the Project Manager post from 1st April until the end of May 2019 is to enable outstanding tasks to be completed within the project especially linked to the project evaluation and to facilitate a period of cross over time for the end of the Project Manager post and the start of the Programme Officer post from 1st April to enable a smooth transition within the project. The Programme Officer post was approved by the Committee in November 2018 and will end in December 2019.
10. Approval is therefore sought to utilise £9,312 of Departmental Reserves to:
 - extend 1 FTE Project Manager post (Band D) for an additional two months from 1st April 2019 – 31st May 2019.

Other Options Considered

11. The option of not extending the three Occupational Therapist posts was considered, however, whilst the new approach is indicating an ongoing reduction in the size of care packages, further assessments need to be undertaken in this way to understand the full scope and the most cost-effective model of delivery in the future. To not extend the posts would not enable this work to be completed and the potential benefits would be lost.
12. The option was explored as to whether existing Business Support Officers could undertake the work, however this is not possible.
13. The option not to extend the Integrated Care Teams Project Officer post was considered but as a lot of the project manager post time had been lost through the last year it has hindered progress with regard to the development of a robust evaluation of the project.

Reason/s for Recommendation/s

14. The three Occupational Therapist posts will enable a new approach to be evaluated that can lead to increased independence for people and associated ongoing reductions in the size of packages of care required.
15. The additional Business Support Officer capacity will provide the administrative support required to enable delivery of the Council's Recruitment and Retention plan and initiatives during 2019/20. This targets key posts critical to delivering the Adult Social Care Strategy.
16. Extending the Project Officer post for a further two months will allow the current post holder to ensure there is a firm strategy in place to monitor and evaluate the project and to provide a smooth transition to the continued implementation of embedding social care staff within community integrated care teams to improve outcomes for people and reduce the cost of care packages.

Statutory and Policy Implications

17. 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

18. With regard to the Occupational Therapist posts, due to the short-term nature of this extension it is proposed to continue with the agency arrangements that are already in place. The cost for this extension is £115,440 and can be met from Departmental Reserves.
19. It is intended to recruit to the 0.5 FTE Business Support Officer post on a fixed term contract. The cost is £12,279 which can be met from Departmental Reserves.
20. It is intended to extend the current short-term contract of the 1 FTE Project Manager for two months; the cost is £9,312 which can be met from departmental reserves.

Human Resources Implications

21. These are implicit in the report.

RECOMMENDATION/S

- 1) That Committee approves the following changes to the staffing establishment in Adult Social Care and Health:
- extension of 3 FTE Occupational Therapist posts (Agency) for an additional six months from 1st April 2019 – 30th September 2019
 - establish a 0.5 FTE Business Support Officer post (Grade 3) for an additional 12 months from 1st April 2019 – 31st March 2020
 - extend 1 FTE Project Manager post (Band D) for an additional two months from 1st April 2019 – 31st May 2019.

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Constitutional Comments (EP 12/03/19)

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

Financial Comments (OC 20/03/19)

23. The financial implications are detailed throughout this report and are summarised within paragraphs 18 – 20.

HR Comments (SJJ 13/03/19)

24. Extensions to current arrangements and fixed term contracts will be actioned and recruitment on fixed term contracts to any new temporary posts will be in accordance with the Council's recruitment policies.

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.

2017/18 Progress Update and Approval for the use of the Better Care Fund (BCF) Care Act Allocation and the improved BCF 2018/19 – report to Adult Social Care and Public Health Committee on 12th March 2018

Proposals for allocation of additional national funding for adult social care – report to Adult Social Care and Public Health Committee on 12th November 2018.

Adult Social Care and Health – Changes to the staffing establishment – report to Adult Social Care and Public Health Committee on 12th November 2018.

Electoral Division(s) and Member(s) Affected

All.

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