

**7 January 2019**

**Agenda Item: 6**

## **REPORT OF THE CORPORATE DIRECTOR, ADULT SOCIAL CARE AND HEALTH**

### **ADULT SOCIAL CARE AND HEALTH – UPDATE ON DEPARTMENTAL INITIATIVES**

#### **Purpose of the Report**

1. The report requests approval for a range of initiatives, developments and changes to proposed savings targets taking place in the department with a view to improving the efficiency and cost effectiveness of services, improving outcomes for people who use the services, and achieving savings for the Council.

#### **Information**

2. The report covers developments in the Council's provision of day services. It also updates the Committee on a review of contracts for the provision of adult social care services, savings from revised contractual arrangements and proposed changes to the management of the Optimum Workforce Leadership Team. There are requests for the approval of temporary resources to support work taking place on the integration of health and social care IT, and the development of Assistive Technology. The report provides a brief update on a change in the profile and savings target of two current departmental savings projects that will be reported to the Improvement and Change Sub-Committee in January.

#### **Review of support provided within day services**

3. An initiative is underway to review the care and support packages of service users who attend day services provided by the independent sector, or who attend the Council's day services, and receive one to one support in these settings. This may be provided by either the external day service they attend, or a Care Support and Enablement (CSE) provider, or by the service user's Personal Assistant (PA). The initiative aims to explore opportunities to reduce the use and level of additional support, where it is appropriate to do so, whilst maintaining or improving the quality of service provided.
4. This work will be delivered in phases over the next few years.
5. The first phase of this work started in November 2018 with the intention that it will be completed by the end of March 2019. This involves undertaking individual service user reviews to determine the purpose of the one to one support or involvement of the PA and

the potential consequences of removing this. The reviews will identify if the individual still requires the higher level of support. Where it is identified that this is not now required, or not required at the same level, in order to meet someone's assessed needs - as it may be that the Council is paying for day service delivery and one to one or PA support - the care package would be adjusted. Any changes to the care and support provided to a service user would be undertaken through careful planning and discussion with them and their families/carers, whilst ensuring that their needs will still be appropriately met. It is estimated that this work could deliver savings of £135,000 in 2019/2020 from reviews undertaken in internal and external day services.

6. The further phases of this work are expected to take place over the next few years, and any further potential for savings will be assessed and presented to the Committee in due course. These will involve a whole service review approach to see if support can be delivered more flexibly and cost effectively to meet each individual's needs and the demands on these services, whilst reducing the level of one to one and additional support where it is appropriate to do so. This would also involve the department's Strategic Commissioning colleagues.

### **Review of external contracts**

7. The department has undertaken a review of adult social care contracts with independent and voluntary sector providers that are due to end, or are due to be reviewed (with a view to an extension) during 2019/20. As a result of this work, the potential to deliver savings against a small number of contracts, where the services relate to preventative support, has emerged. Discussions have taken place with the providers in question around ensuring better utilisation of the service and capacity offered within the contracts. Discretionary consultation with the providers affected and other public service partners will be undertaken as this work is progressed.
8. The department is confident that this level of savings can be achieved, through re-negotiation of the contract award, without any significant impact on service users, due to current under-delivery in relation to these services and the availability of alternative provision in certain areas of the County that is meeting this type of need. This work has identified potential savings which, subject to the outcome of the contract re-tenders or negotiations, could deliver savings up to a total of £125,000.

### **Savings from revised contractual arrangements**

9. The Adult Social Care and Health department commissions ex-NHS Campus supported living services for people with learning disabilities and complex needs. There are associated costs from this transfer to the independent sector which will be reduced through targeted reviewing and contract monitoring. It is anticipated that £50,000 can be saved as a consequence by the end of the current financial year.

### **Social care and health IT integration**

10. The Health Integration ICT Programme was approved by Adult Social Care and Health Committee in July 2017, funded by the Improved Better Care Fund (iBCF) for three years. The programme aims to use technology to make it faster and simpler for operational health and social care staff to access information held on each other's electronic record systems,

to improve decision-making and support planning. In addition, the programme is developing automated workflows to save manual processing time and provide information updates in real time to the relevant staff.

11. Initial developments started at King's Mill Hospital and have now extended to Newark Hospital, Mansfield Community Hospital, Bassetlaw Hospital and Queen's Medical Centre. Outside of the acute hospital environment, another work stream will enable Rushcliffe Older Adults Assessment team staff to access a system-wide portal into health systems from December 2018. Once this phase has been evaluated, access will be extended to other teams operating throughout the County. At a later date in 2019, an agreed set of social care information will be accessible to health colleagues via the portal. Success with these projects has attracted national attention and grant funding from NHS Digital and the Local Government Association.
12. The Council needs to ensure that these technological developments are implemented successfully across adult social care and health through robust business change work during 2019/20 and also to ensure that the expected benefits from these developments are fully realised. In order to support this aspect of the Health Integration ICT Programme, the Committee is asked to approve the establishment of a temporary 1 FTE Programme Officer (Band B) post from April 2019 to the end of March 2020 (at a cost of £46,678 including on-costs). The post's duties will include support to the roll out of the Health and Care Portal (CareCentric) to all adult social care teams in 2019, and preparatory work for the Notts Healthcare Trust electronic referrals project to commence from April 2019. There is a detailed programme plan for this work and it is anticipated that this post will support earlier achievement of the milestones regarding roll out to all staff teams. This post will be based within the Adult Social Care and Health Transformation Team and will report to the Project Manager for Health Integration ICT. The post will be funded from the existing allocation of Improved Better Care Fund already agreed in July 2017.

### **Assistive Technology project – change to staffing structure**

13. A Community Care Officer post (Grade 5) in the Assistive Technology project was originally approved for two years by Adult Social Care and Public Health Committee on 11<sup>th</sup> December 2017. It has not been possible to recruit to this post, and a subsequent review of the project needs has highlighted that the work required would be better supported by the introduction of an additional Assistive Technology Advisor post (Grade 4). This post will be able to work alongside existing staff in social care assessment teams to provide specialist advice on assistive technology solutions, as well as supporting the increased referrals for assistive technology equipment as a result of this savings project.
14. It is therefore proposed that the Community Care Officer post is disestablished and a temporary Assistive Technology Advisor post is established from 1<sup>st</sup> February 2019 to the end of March 2020, funded from the previously allocated departmental reserves. As the new post is a Grade 4 position, the annual cost will be lower at **£28,297** per annum (including on costs).

### **Optimum Workforce Leadership**

15. Optimum Workforce Leadership (OWL) was formerly a part of the Workforce Planning Team when it was set up in 2005 and was funded by the Department of Health's Workforce

Development Grant. In 2014 the team became Optimum Workforce Leadership and changed the way that it worked, moving from offering free learning and development opportunities to supporting owners and managers of care services to be able to develop resources and access learning opportunities for them and their staff. This small team is currently based within Human Resources in the Chief Executive's department and there are currently three posts within the team - 1 FTE Strategic Business Manager (Band D), 1 FTE Workforce Planning Project Officer (Band A) and 1 FTE Training Co-ordinator (Grade 3). The annual cost of the team is £120,000 which has been previously funded by the Better Care Fund (BCF).

16. The work of OWL is currently overseen by the Optimum Stakeholder Board whose members include representatives from the Adult Social Care and Health Department, Nottinghamshire Care Association, countywide Clinical Commissioning Groups (CCGs), urgent and emergency care leads and CCG quality leads. Income from the team comes from membership fees and charging for some services, such as subscription to the online Social Care Information Learning Service. OWL is also supporting the integration with health agenda and the development of new worker roles and this work has been recognised both regionally and nationally. There has been a national pilot for eight Nursing Associates and four of these have been from care homes within Nottinghamshire. The team is also part of the Advanced Clinical Practitioner (ACP) Working Group which is developing ACPs for nursing homes who can work more closely with GPs to reduce unnecessary admissions to hospital.
17. The team also holds a number of forums and conferences for social care providers across the County and over the past two years the team has held their annual conference jointly with the Quality and Market Management Team (QMMT) to try to minimise duplication and also target and support social care providers jointly. The QMMT Provider Forums are co-produced with health and care providers and they are becoming a proactive forum for sharing good practice and issues that are common to the sector. Some of the areas of focus currently are recruitment and retention, which is both a local and national issue.
18. It is therefore proposed that the OWL team is moved in to the QMMT within the Adult Social Care and Health Department as the work of the two teams is aligned and it will support the department's statutory duty under the Care Act in terms of the social care workforce, market shaping and sustainability. It will also be an opportunity for the team to review its longer term service offer to social care providers across the County. The team will be funded from the Improved Better Care Fund from March 2019 to March 2020.

## **Changes to current projects' savings profile and targets**

### **Targeted Reviews project**

19. In March 2018 a change request was approved by the Improvement and Change Sub-Committee on the basis of moving £1.000m of savings set against the targeted reviews project from 2018/19 to 2020/21. This was done in response to the advice received from the external savings partner, Newton, who undertook a detailed diagnostic with the department in late 2017. Newton had advised that the project's former savings profile did not reflect sufficiently the likely pace of reductions to the care packages of adults aged 18-64 years, where savings would take longer to release as a result of the complexity in these cases. They also felt that the remaining reductions available from reviewing the packages

of older adults were expected to be lower and to take longer to realise than suggested in the original profile of the project. At the time, while the project was on track to deliver its original savings profile, there had been a fall in the level of saving per review, and it was felt that to stay on track would have required proportionately more reviews to be undertaken.

20. Since then, based on analysis of the project's trends over the period April 2017 to August 2018, the average weekly savings from reviews has continued to decrease (and the percentage of packages that are reduced at review is decreasing), but the number of reviews being undertaken is increasing. As a result, the project is currently reporting an over-achievement against the 2018/19 target (£2.010m) of £1.538m. In addition, there is already £0.982m savings achieved from activity undertaken this year that will contribute towards the project's savings target for 2019/20 of £2.000m.
21. Therefore, it is proposed that a further change request be presented to the Improvement and Change Sub-Committee to bring forward all £2.000m of the project's savings target set against 2020/21 into 2019/20. This change will also accord with an anticipated continued lowering of the average saving per review over the longer-term, plus a lowering of the number of packages requiring review, as a result of earlier intervention and support such as reablement and adoption of the 3 Tier Model.
22. The volume and level of savings will continue to be tracked and monitored closely to see if the actual delivery in future matches the revised profile.

### **Notts Enabling Service**

23. The Notts Enabling Service has been delivering savings linked to the implementation of the Adult Social Care Strategy since 2017. The team works with service users aged 18-64 years for short intensive periods with a view to maximising their levels of independence and in turn reducing the requirement for formal ongoing support.
24. The team has been in place since April 2017. At the Committee meeting in November approval was given for an extension of the team's staffing resources to March 2020. The proposal to extend the savings attached to the work of the Service is based on the additional resources. The estimated savings for the period 2019/20 to 2020/2021 are £1.003m.
25. In addition to the directly delivered savings, the team is also key to the delivery of the extension of the Transitions/Preparing for Adulthood project, which has been approved at a previous meeting of the Committee, and there are wider savings being supported by the work of the team across younger adults services.
26. Changes to the savings profile of these two existing projects will be submitted for approval to the Improvement and Change Sub-Committee in January 2019.

### **Other Options Considered**

27. The department could choose not to review the provision of services and support to service users and to maintain the existing situation. This would not be in line with the requirement to continuously review and improve services to the public, with a view to ensuring services are available to as many people as possible and are efficient and cost effective.

## Reason/s for Recommendation/s

28. With regard to the review of day services and external contracts, and the savings from revised contractual arrangements, the Committee is asked to approve work being undertaken to ensure that support is being provided at an appropriate level, services are operating effectively and savings are made where it is possible to do so. With regard to the social care and health ICT integration programme, additional resources are required to continue to embed and progress the innovative work undertaken to date. With regard to the targeted reviews project and the Notts Enabling Service, the report provides a brief update about the request to the Improvement and Change Sub-Committee for approval of changes to the savings profile.
29. The posts requested for approval in **paragraphs 12 to 14** are required to meet the operational needs of the projects mentioned, and to support the implementation of transformation and achievement of savings across the health and social care system.
30. The move of the Optimum Workforce Leadership Team to the Adult Social Care and Health department is recommended in order to align the work of the team more closely with the Quality Market Management Team in relation to the development and sustainability of the social care market.

## Statutory and Policy Implications

31. 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

32. These are as follows:

<i>Potential Savings</i>	£	Paragraph
Day Services Reviews	135,000	5
Review of External Contracts	125,000	8
Revised Contractual Arrangements	50,000	9

### *Costs/Changes to Funding:*

- to support the Health Integration ICT Programme, there would be the cost of a 1 FTE Programme Officer (Band B) post from April 2019 to the end of March 2020 at a cost of £46,678. The post will be funded from the existing allocation of Improved Better Care Fund already agreed (**paragraph 12**).
- Assistive Technology Project – disestablishment of a Community Care Officer post and the establishment of a temporary Assistive Technology Advisor post from 1<sup>st</sup> February

2019 to 31<sup>st</sup> March 2020, funded from the previously allocated departmental reserves. The annual cost will be lower at £28,297 per annum (**paragraph 14**).

- the Optimum Workforce Team (OWL), previously funded by the Better Care Fund, will now be funded by the Improved Better Care Fund from March 2019 to March 2020 (**paragraph 18**).

*Changes to Existing Savings Targets/Profiles:*

- Targeted Reviews – to bring forward all £2.000m of the project’s savings target set against 2020/21 into 2019/20 (**paragraph 21**).
- Notts Enabling Service - estimated additional savings for the period 2019/20 to 2020/2021 are £1.003 (**paragraph 24**).

### **Human Resources Implications**

33. The human resources implications are identified in the relevant paragraphs.

### **Implications for Service Users**

34. Wherever service users and their families/carers are affected by the initiatives and projects within the report, this will be subject to discussion and careful planning with the individuals involved. The department endeavours to review the effectiveness and efficiency of its services to ensure that its resources are available to people who need support across the County.

## **RECOMMENDATION/S**

That Committee:

- 1) reviews and approves the initiatives, developments and changes to savings target profiles that are planned, and underway, and considers if there are any further actions to be taken in relation to these.
- 2) approves the establishment of 1 FTE Programme Officer (Band B) post from April 2019 to March 2020, to support the delivery of the Health Integration ICT programme (as shown in the table below).
- 3) approves the disestablishment of 1 FTE Community Care Officer (Grade 5) post and the establishment of 1 FTE temporary Assistive Technology Advisor (Grade 4) post from February 2019 to March 2020, funded from the previously allocated departmental reserves (as shown in the table below)
- 4) approves the move of the Optimum Workforce Leadership team from the Chief Executive’s department to the Quality and Market Management Team within Adult Social Care and Health (posts listed in the table below).

<b>Post title</b>	<b>End date</b>
1 FTE Programme Officer (Band B)	March 2020
1 FTE Assistive Technology Advisor (Grade 4)	March 2020
Optimum Workforce Leadership Team <ul style="list-style-type: none"> <li>• 1 FTE Strategic Business Manager (Band D)</li> <li>• 1 FTE Workforce Planning Project Officer (Band A)</li> <li>• 1 FTE Training Co-ordinator (Grade 3)</li> </ul>	March 2020

**David Pearson CBE**  
**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@nottsc.gov.uk](mailto:jennie.kennington@nottsc.gov.uk)

### **Constitutional Comments (EP 20/12/18)**

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

### **Financial Comments (CT 24/12/18)**

36. The financial implications are contained within paragraph 32 of the report.

### **HR Comments (SJJ 20/12/18)**

37. There are no direct/immediate HR implications for a number of the proposals. Where new temporary posts are created they will be recruited to on fixed term contracts in line with the Council's recruitment policy. The post holders in the Optimum Workforce Leadership team are aware of the proposal to move the team to the Quality and Market Management Team and their fixed term contracts will be extended. Trade Union colleagues have received a copy 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.

Proposals for the use of Improved Better Care Fund 2017-18 – report to Adult Social Care and Public Health Committee on 10 July 2017

Progress report on savings and efficiencies – report to Adult Social Care and Public Health Committee on 11 December 2017

Progress report on delivery of programmes, projects and savings – report to Improvement and Change Sub-Committee on 12 March 2018

Adult Social Care and Health – changes to staffing establishment – report to Adult Social Care and Public Health Committee on 12 November 2018

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

All

ASCPH617 final