

26 July 2021

Agenda Item: 6

REPORT OF THE CORPORATE DIRECTOR, ADULT SOCIAL CARE AND HEALTH

ADULTS AND HEALTH RECOVERY FROM COVID

Purpose of the Report

1. This report seeks approval of the required resources for Ageing Well and Living Well services to manage demand due to the COVID19 pandemic on a temporary basis until March 2022.
2. This report seeks approval of the resources required to support the department's transition to recovery from the COVID19 pandemic on a temporary basis until March 2022.
3. The report also seeks approval for the investment required to deliver and accelerate recovery and the Service Improvement Programme, including establishment of posts until March 2022.
4. The report also provides an update on the outcome of the review of the commissioning function within Integrated Strategic Commissioning and Service Improvement directorate that came to the Committee in November 2021 including the establishment of permanent posts.
5. This report seeks approval to extend an established temporary 1 FTE Forensic Intellectual Disabilities Social Worker (Band B) post within Living Well with funding arrangements in place through Nottinghamshire Transforming Care Partnership.

Information

Background

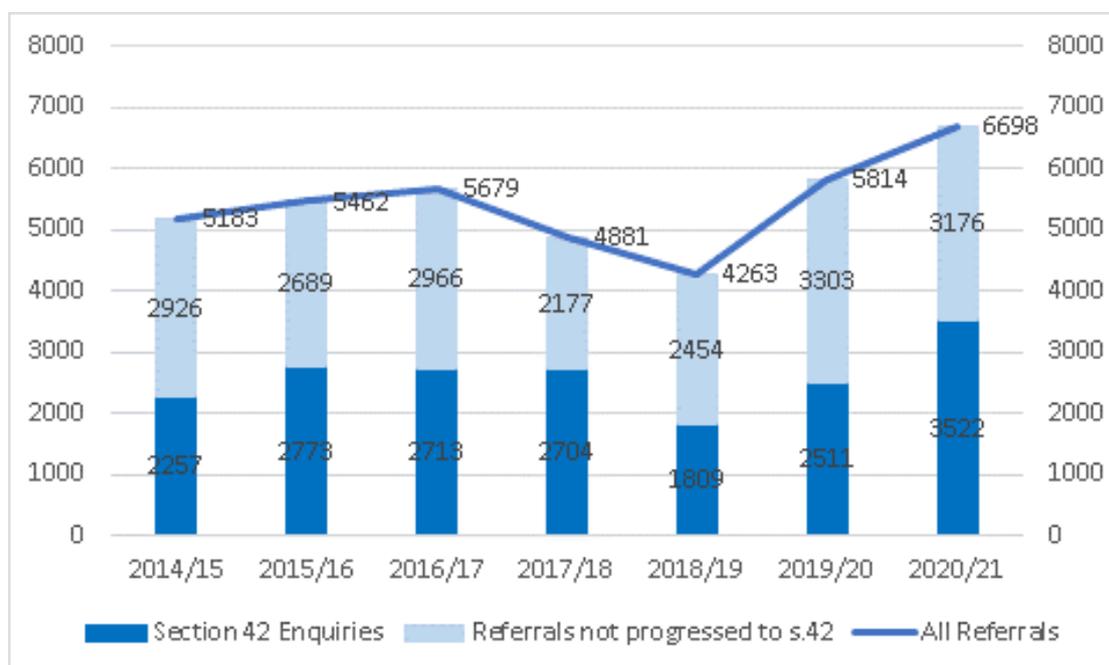
6. In January 2021 the Committee approved the Service Improvement Programme of work from 2021/22 to 2023/24 which set out the department's ambitions over the next three years and the investment required at that time to deliver the plan.
7. However, as the department transitions into recovery from the COVID19 Pandemic, there are signs of increased demand across some services in Ageing and Living Well that require investment in the short term to support the workforce in the delivery of critical services.

8. There are also areas identified in this report that would accelerate COVID19 recovery, with improvements to services that will build back better ways of working and the investment required in the short term to support this.

Resources to manage the increased demand across Adult Social Care Services

a) Increased demand

9. During the COVID19 pandemic and as the department moves into recovery, there have been increased safeguarding referrals leading to increased pressure on Adult Social Care Community Teams and increased waiting times for people being assessed. Higher levels of urgent safeguarding work have taken priority and waiting times for other work have been steadily increasing across all teams since March/April 2021.



10. Safeguarding referrals into the Multi-Agency Safeguarding Hub (MASH) for adults have steadily increased year on year by a total of 25% since 2018/19. It is clear now that this is a continued trend and not just a short/medium term effect of Covid 19. The service is now receiving an average of 200 referrals per week; however, the current staffing capacity was established to manage an annual average of 126 cases per week.
11. Further to an improvement plan that has helped to manage some of the rising demand to date, a service review is now required to target potential areas for both department and inter-agency improvements. These include more preventative work, quality referrals and ensuring all partners are proportionate in the processes used. The aim is that people will be supported in a timely way with their right to live safely, free from abuse and neglect, without having to go through any unnecessary processes. The initial scoping of the review will include an assessment of how much of the demand pressures can be mitigated by these improvement actions and inform the future workforce plan.

12. To manage the current and extreme service pressures in the MASH, temporary posts are requested for approval. In line with the Corporate Director's powers, the following posts have been approved for three months pending this Committee report today:
- **3 FTE (full-time equivalent) temporary Social Worker (Band B)** posts to 31st March 2022
 - **3 FTE temporary Community Care Officers (Grade 5)** posts to 31st March 2022.
13. Within Ageing Well, the impact of COVID19 has meant that the community teams are now seeing increased demand deferred during the pandemic. This proposal is for the following temporary Ageing Well posts to help manage the increased demand:
- **6 FTE temporary Social Workers (Band B):** these posts will be temporary until 31st March 2022 and will manage the complex and safeguarding work and be based in Ageing Well Community Teams
 - **5 FTE temporary Social Workers (Band B):** these posts will be temporary until 31st March 2022 and will manage the Care Act assessment waiting lists and be based in Ageing Well Community Teams.
 - **3 FTE temporary Occupational Therapists (Band B):** these posts will be temporary until 31st March 2022 and will manage the waiting list for Occupational Therapy assessments and be based in Ageing Well Community Teams.
14. Within Living Well, a recent review of the 2020 remodelling regarding the 'new way of working' found that specific resources within Living Well teams need to be increased to meet increased safeguarding demands related to younger adults. For example, an analysis of current waiting lists shows that 692 cases are currently awaiting review, including carers and young carers reviews and a further 339 cases awaiting Occupational Therapy assessments, in addition to a rise in safeguarding referrals. Therefore, the following posts are required on a short-term basis until March 2022:
- **3.5 FTE temporary Advanced Social Work Practitioner (ASWP) (Band C):** these posts will be temporary until 31st March 2022 and be based in Living Well Community Teams.

The proposed 3.5 FTE posts will increase the Physical Disability ASWP establishment from 0.5 per team to 1.0 per team. This is important to ensure that staff have access to a Physical Disability specialist who understands all processes relating to the three conversations model, timely commissioning processes and those relating to approaches used by the Physical Disability teams. ASWPs (Advanced Social Work Practitioner) also have a key role in building and maintaining partnership working in an integrated way with other partners to develop Primary Care Network (PCN) and place-based working.

- **4 FTE temporary Senior Practitioner Occupational Therapist (Band C):** currently there are 3 FTE Senior Practitioner Occupational Therapists across seven districts. It is vital that there is a much-improved Occupational Therapy leadership presence within the Living Well teams to ensure a consistent offer. This will improve the ability to triage incoming Occupational Therapy referrals, manage waiting lists to minimise delays to

the three conversations way of working and to ensure that staff are building their skill and experience in reablement and preventative techniques.

- **5 x FTE Social Workers (Band B)** to manage complex cases and safeguarding work.
- **7 FTE temporary Community Care Officers (Grade 5)**: the current Community Care Officer resource in Living Well Community Teams is not sufficient to meet demands. It is important to have the Community Care Officer staff to enable timely allocation of work to reduce the waiting lists for both routine and priority work, including crucial work such as Carer/Young Carer reviews, Reablement and dealing with new referrals to the teams. The additional capacity will also enable Living Well to significantly reduce its waiting lists for people needing minor adaptations or basic equipment.

b) Maximising Independence Service – temporary Team Manager & Promoting Independence Workers

15. Since its establishment in September 2020, the Maximising Independence Service has played a vital role in the Council's COVID19 response and is continuing to develop and establish itself as a service key to the Council's Strength Based Approach. The countywide services offered by the Maximising Independence Service, such as community development support, iWork employment support and benefits advice, are particularly key to ensuring people are supported to maximise their independence at the earliest opportunity. Promoting Independence Workers are also part of the Maximising Independence Service offer. Promoting Independence Workers provide support to people to enable them to learn new skills to live independently and access their local communities, for example, training to be able to use public transport. They work with a person for a maximum of 12 weeks to support them to achieve their individual personal goals to live a good life.
16. This proposal is for the following temporary posts across the Maximising Independence Service until 31st March 2022:
- **1 FTE temporary Maximising Independence Service Team Manager (Band D)**: supporting the culture shift to a strength-based approach requires considerable leadership time from Maximising Independence Service Team Managers over and above the 'day to day' Maximising Independence Service management work. This proposal therefore is for 1 FTE temporary Maximising Independence Service Team Manager until 31st March 2022. This temporary role is required to cover temporary increased management responsibilities across the Maximising Independence Service, including developing additional reablement capacity to be able to work with more people to promote their independence and reduce the need for ongoing homecare, (as approved at the January 2021 meeting of the Committee), as well as a new 'wellbeing check' offer using the temporary monies from the 'Contain Outbreak Management Fund', the provision of an increased iWork offer and, subject to agreement, the management of an increased temporary Promoting Independence Workers offer.
 - **5 FTE temporary Promoting Independence Workers (PIW) (Grade 3)**: these temporary posts are needed until 31st March 2022 to reduce the waiting list of 168 people, which has developed because of COVID19

- **1 FTE temporary Promoting Independence Workers Enablement Manager (Band A):** this post would initially be on a temporary basis up to the end of March 2022 to manage the additional Promoting Independence Workers resource.

Table of resources

Job Title	Grade	Full Time Equivalent	Team	Total Cost £
Social Workers	Band B	3	Multi-Agency Safeguarding Hub	74,863
Community Care Officers	Grade 5	3	Multi-Agency Safeguarding Hub	54,099
Social Workers	Band B	11	Ageing Well Community Teams	274,499
Occupational Therapists	Band B	3	Ageing Well Community Teams	74,863
Advanced Social Work Practitioner	Band C	3.5	Living Well Community Teams	100,407
Senior Practitioner Occupational Therapist	Band C	4	Living Well Community Teams	114,751
Social Workers	Band B	5	Living Well Community Teams	124,772
Community Care Officers	Grade 5	7	Living Well Community Teams	126,232
Maximising Independence Service Team Manager	Band D	1	Maximising Independence Service	31,043
PIW Enablement Manager	Band A	1	Maximising Independence Service	21,377
Promoting Independence Workers	Grade 3	5	Maximising Independence Service	73,328
TOTAL				1,070,234

Service Improvement Programme

17. The following themes that were presented in the report to ASCPH (Adult Social Care and Public Health) Committee in January 2021 provide the framework for further investment

across the department to support COVID19 recovery activity and deliver the Service Improvement Programme.

Theme 1 – Digital, Systems and Processes

Digital

a) Digital Strategy

The Committee agreed the approach to the department's digital strategy in February 2021 and a further report will be presented to Committee in October 2021. To develop a detailed implementation plan with the ambition to bring forward work where possible, additional Service Improvement Officer resource is required on a short-term basis and would allow for the delivery of all components of the digital strategy from April 2022 onwards.

b) Device Lending Scheme

The device lending scheme was introduced during the pandemic to address digital exclusion for the people the department supports, as our operating models provided more support virtually than face to face and this disadvantaged people across some services.

With the move to recovery, it is timely to review this offer and explore if there are other people who would benefit from this scheme, with a further update to be presented at Committee in September 2021. This review will come from existing resources within Integrated Strategic Commissioning.

Systems

a) Business Management Services Organisation Structure

The implementation of the department's workforce remodelling in September 2021 saw a large volume of changes to the department's organisational structure within Business Management Services. The department needs access to an up-to-date structure to enable accurate vacancy reporting which is critical for managers to forecast and manage capacity within frontline services. Work with HR and Business Services Centre colleagues is needed immediately to ensure the establishment in Business Management Services is accurate and up to date. The additional Service Improvement Officer resource will also develop with managers across the department sustainable options to keep Business Management Services up to date going forward.

b) Public Feedback Solution

The department has an ambition to capture feedback from communities and people that it supports at the point of service delivery and is looking at options to deliver this with a view to coming back to Committee in September 2021 with more details around the solutions available and investment required.

c) Policy Library

The department's policy library needs review and development of an options appraisal for digitisation of the library to make it more efficient and less resource intensive. Further details on this approach will be provided in the report to Committee in September 2021.

Simplifying Processes

18. The department has identified various aspects of work within the Simplifying Processes Project that could be accelerated, to support its frontline workforce in delivery of services if additional resources were made available, on a short-term basis.

a) Mosaic Portal

Work is already underway across Adult Social Care and Children and Families to use additional functionality within Mosaic through a Portal solution to improve the Children's and Adults Disabled Facilities Grant process with district councils.

From our close work with Children & Families on this development the department has already identified some features within the portal solution that the department would like to explore further which also align to our digital strategy themes. A focused dedicated resource to support this is now required. Some of the features include:

- Safeguarding referrals
- Carers pathway
- Self-assessment enabling individuals to complete financial assessments
- Portal view of care and support records that could be accessed by individuals receiving support.

This will consolidate our understanding of the system and allow some potential acceleration of Simplifying Processes and Digital workstreams.

Any cost implications for ICT resources connected to the Portal development will be identified and further detail will be available in the update report to committee in September 2021.

b) Mosaic Financial Strategy

One of the more complex areas within Mosaic is the financial elements required to meet financial regulations and statutory reporting and is very resource intensive when commissioning packages of care. To accelerate learning and help reduce bureaucracy for the workforce to allow more time with people that the department supports, there is a clear need for a Mosaic Finance Strategy, and whilst work has commenced on this, it could be progressed at pace with the right specialist resource in place.

c) Mosaic Reporting Strategy

As the department continues to embed its refreshed suite of core metrics, there is an outstanding requirement for a Mosaic reporting strategy linked to the core metrics, that requires subject matter experts with knowledge of Mosaic to develop and implement the strategy. This will include report mapping across Mosaic and building reports to meet the requirements of the department.

The department may need to factor in the cost of expanding the reporting module in Mosaic with its providers Servelec, but further details and any additional costs will be provided in the update report to Committee in September 2021.

d) Hospital Discharge workstream

To support the delivery of the ‘Hospital Discharge’ policy with system partners the department needs to work towards a single referral solution for our Home First Response Service, Rapid Response Service, and Short Term Assessment and Reablement Team (START) as our discharge teams are spending too long on the current processes in place. Aligned with this is the need to explore potential options to improve some of the Home Based Care Portal Functionality, which is the tool used to confirm capacity with our home care providers.

Although some preliminary work has started to understand the challenges in both areas, this work now needs to involve ICT colleagues, to ensure it is scoped and costed appropriately and included on their timeline.

Therefore, further detail will be available in the update report to Committee in September 2021.

Table of Resources

Job Title	Grade	Full Time Equivalent	Team	Total Cost £
Project Manager	Band D	2	Service Improvement Quality and Practice	62,086
Service Improvement Officer	Band B	3	Service Improvement Quality and Practice	74,863
Specialist Resource - Mosaic Financial Strategy	N/A	1	Service Improvement Quality and Practice	63,000
Specialist Resource - Mosaic Reporting Strategy	N/A	2	Service Improvement Quality and Practice	112,000
TOTAL				311,949

Theme 3 – Performance and Quality Assurance

Quality Strategy

19. The development of a quality strategy is included within the Service Improvement Plan for 2021/22. Research with other local authorities has now concluded, and some initial engagement has taken place with managers, however as the department moves into recovery dedicated resource is required to co-produce, develop, and embed the emerging strategy for the department. This would include implementing a quality assurance framework and ensure that any learning from the Pandemic (particularly positive changes that have contributed to efficiency and quality improvement) are captured and embedded as part of the framework.

Direct Payments Team

20. Further intensive short-term support with Ageing and Living Well operational teams is required to improve the department's performance with Direct Payment and Personal Assistant packages. Work to streamline processes across this pathway in Mosaic is underway and is expected to be implemented by December 2021. This additional Direct Payment Quality Officer post will work closely with operational teams to develop new processes, understand, and jointly address the barriers to increasing use of Direct Payments/ Personal Assistants to deliver the benefits realisation target by March 2022.
21. This additional resource will also provide an element of business development by keeping in regular contact with potential Personal Assistants to try and increase the supply and develop Direct Payment peer groups to support Personal Assistant recruitment so that potential employers of Personal Assistants can be linked to people with lived experience of the service.

Table of Resources

Job Title	Grade	Full Time Equivalent	Team	Total Cost £
Service Improvement Officer	Band B	1	Service Improvement Quality and Practice	24,954
Direct Payment Quality Officer	Band A	1	Integrated Strategic Commissioning	21,377
TOTAL				46,331

Theme 4 – Departmental Reviews

Integrated Strategic Commissioning and Service Improvement

Service Improvement Quality & Practice

22. A review of the commissioning function within Integrated Strategic Commissioning and Service Improvement was presented to the Committee in November 2020, which reduced Strategic Development Managers from 3.5 FTE to 2.0 FTE. However, after consultation with the workforce, this was increased to 2.6 FTE which sees an increase in 0.6 FTE in the permanent establishment of this resource from what was originally agreed at a cost of £38,421, which will be met from existing budget.
23. Due to the increasing demand on the resources within Service Improvement Quality and Practice over recent months to support the department's emergency response to the pandemic, plan for recovery, and meet ad hoc resource requests that sit outside of the current Service Improvement Plan, additional short-term resource is required to meet this demand. There is also a risk as transition to the new corporate transformation structure progresses, that the department may not have sufficient resource to support delivery of the Service Improvement Programme and recovery from the pandemic. Therefore, to mitigate against this, additional short-term resource is required on a temporary basis until March 2022.
24. This additional resource would help to increase the pace of delivery across a number of projects and reduce the gaps in other areas so work can begin earlier. The Business Analyst role would also support work to manage emerging home care market risks, service demand baselining as well as helping to shape service development and deliver the Service Improvement Programme.
25. Also, in light of the significant investment required to deliver COVID19 recovery across the department and support the increased demand seen across frontline services, it is anticipated that this will put significant pressure on the Service Improvement Quality and Practice function over the coming months, which will increase management responsibilities. It is therefore requested that a short-term investment in additional Group Manager (Service Improvement Quality and Practice) resource is required, to cover this additional workload, maintain the delivery of the Service Improvement Programme and continue to manage risk for the department as it transitions to recovery from the pandemic. This additional investment can be covered by the existing budget and interim arrangements in place.

Quality Market Management Team

26. The Quality Market Management Team also seeks additional specialist support as the department moves into recovery to provide a diagnostic on the current systems and databases used within the team, make recommendations for improvements and support implementation of new tools to reconcile capacity. Implementation will coincide and assist with the transfer of regulated and non-regulated contract management from Integrated Commissioning, which was an outcome of the review (see Background Papers for more information).
27. Another outcome of the review saw a reduction in the role of External Workforce Project Manager as the current postholder moved to part-time working. The work of this role has not reduced but intensified over recent months and cannot be sustained on a 0.5 FTE

within the Quality Market Management Team. This is in part due to the additional pressure on care homes during the pandemic, but also the ongoing need to support the whole care market in recovery. In addition to this the proposed implementation of compulsory vaccinations across Care Quality Commission registered care homes in October 2021 will further affect the increasing issues with recruitment and retention across the whole care market, which this post currently supports. Work with providers and system partners across the Integrated Care System to coproduce an external workforce plan is also an ongoing feature of this role.

28. It is therefore proposed to re-establish the external workforce post increasing the establishment by 0.5 FTE at Band D on a permanent basis at a cost of £26,608 which is being met from existing budgets.

Table of Resources

Job Title	Grade	Full Time Equivalent	Increase to Establishment Required	Team	Total Cost £
Group Manager	Band F	1	1	Service Improvement Quality and Practice	42,270
Strategic Development Manager	Band E	0.6	0.6 (Permanent)	Service Improvement Quality and Practice	38,421 (SCP44)
External Workforce Project Manager	Band D	0.5	0.5 (Permanent)	Quality Market Management	26,608
Project Manager	Band D	2	2	Service Improvement Quality and Practice	62,086
Business Analyst	Band D	2	1*	Service Improvement Quality and Practice	31,043
Service Improvement Officer	Band B	2.5	2.5	Service Improvement Quality and Practice	62,385
TOTAL					262,816

* The department already has 1 FTE Business Analyst established for a year in January 2021 (see background papers for further information) which has not yet been recruited to. Therefore, it is requested that this funding is used to convert the 1 FTE to 2 FTE for seven months until March 2022.

Theme 5 - Prevention and Early Intervention

Prevention Strategy

29. The development of a prevention strategy is underway by the department and will be presented to the Committee in September 2021. To support the development and implementation of the strategy and produce a holistic prevention specification, further temporary Project Manager and Commissioning Support Officer resource is required, to work on the adults component of the wider early intervention and prevention programme which is currently being scoped.

Local Area Coordination

30. The Committee agreed in February 2021 to the establishment of three Local Area Coordinators for 18 months. Local Area Coordinators work within communities to empower individuals and their families to develop their personal strengths and find solutions within their community. This approach builds resilience and reduces reliance on formal services.
31. To attract a broad range of candidates and to provide time to review the impact, it is proposed to extend the length of the three posts from 18 months to 2 years. To accelerate the role of the programme it is proposed to extend the scheme to three more workers, 3 FTE Local Area Coordination posts.
32. It is anticipated that all six posts will be in place from November with an in-year cost to March 2022 of £91,620

Technology Enabled Care

33. PA Consultancy (commissioned strategic partner) has undertaken a robust review of Technology Enabled Care (formerly known as Assistive Technology). Their report seeks to expand the use of Technology Enabled Care for people to be able to live more independently. This will involve re-shaping the internal Technology Enabled Care Service and expanding the way the department uses Technology Enabled Care. To do this the department will need to have dedicated project support who alongside the Technology Enabled Care commissioning lead will set out the proposals and update Committee in September 2021.

Disabled Facilities Grant

34. The Disabled Facilities Grant forms part of the Better Care Fund and is delivered in partnership between the County Council and District Partners. It primarily funds adaptations to people's accommodation to allow them to live independently. Additional resource is required on a short-term basis to align the internal processes within the County Council to support consistency in how they are delivered across both children and adult services and establish ongoing monitoring systems. This will reduce delays to adaptations being carried out.

Table of Resources

Job Title	Grade	Full Time Equivalent	Team	Total Cost £
Project Manager	Band D	1	Service Improvement Quality and Practice	31,043
Service Improvement Officer	Band B	2	Service Improvement Quality and Practice	49,908
Local Area Coordinator	Band A	6	Integrated Strategic Commissioning	91,620
Commissioning Support Officer	Grade 4	1	Integrated Strategic Commissioning	15,606
TOTAL				188,177

Theme 6 – Integrated Personalised Care and Support Systems

Urgent Care Interface

a) Support to Home First Response Service and Rapid Response Service

35. The Home First Response Service and Rapid Response Service are key short-term services that support hospital discharges to embed the ‘Discharge to Assess’ model across acute settings as part of the new Hospital Discharge Policy. These services also support people to remain at home when experiencing a crisis in the community. They are currently under pressure, seeing increased demand and excess lengths of stay by individuals in the service once they have completed their reablement plan. People may be waiting either for a visit to determine if they have any further need for services, or, for those who do need ongoing support, such as homecare, for that to be put in place.
36. Work is underway to assess the ongoing needs and develop a jointly funded commissioning plan with health partners by the autumn; work is needed immediately to manage the higher than normal referral rates that are being seen across the County with a sharp increase of 32% in April and 65% in May, and it is becoming increasingly difficult for Operational Teams, working with the Quality Market Management Team, to reconcile the available capacity for hospital discharges and community referrals, and to move people out of all short term services in a timely manner in a way that promotes their independence. If the right community service cannot be found and the hospitals are under escalating pressures, then the impact of this is that people move into short term residential care placements and many then do not return to their homes. Therefore, additional support is required to manage this and put in place more sustainable solutions for the future.
37. It is therefore proposed to add dedicated Occupational Therapy Senior Practitioner support to deliver competency-based training to approximately 60 home care staff across these providers to instil reablement skills and strengths based working practices. This post will be added to the Maximising Independence Service establishment and the costs will be met from existing Maximising Independence Service budget

38. Additionally, there is a need to review the data and dashboard information required on all short term reablement/rehabilitation services used to support people being discharged from hospital and experiencing a crisis in the community. This will aim to support operational and commissioning staff to manage both capacity and flow through and out of these services. An additional Quality Contracts Officer within the Quality and Market Management Team is therefore requested on a temporary basis to provide additional resource in maintaining the contract for these services together with the management information requirements.

b) Discharge to Assess – Impact on Social Care

As the Hospital Discharge Policy is implemented and the department works with system partners to embed a “Discharge to Assess” model, various pilot schemes are being trialled and further work to understand the impact of these pilots on Social Care is required across the county as winter approaches. Lean+ is the agreed approach to support this social care impact analysis requirement and help inform the pilot evaluations and “value for money” assessments being undertaken with partners.

Associated with this work is a further Lean+ approach for the continuing health care pathway across hospital discharge and communities

Business Analyst resource with the necessary Lean+ skills is therefore required on a temporary basis until March 2022 to support this work.

c) Discharge to Assess Pilot

39. To inform future modelling and implementation of the ‘Hospital Discharge’ policy with system partners the Council was successful in securing system funding for a pilot with providers Tuvida and HFRS (Home First Response Service) to test and evaluate adoption of the policy. The additional capacity started in June 2021 and funding for the pilot will end on 30th September 2021. This is a request to extend the pilot with Tuvida (HFRS) for a further six months based on the rationale that there has been insufficient time to thoroughly test the pilot; the department anticipates this additional capacity will be required to cover winter demand and would allow Tuvida workforce sustainability through this period. The cost of investment would be £312,000.

d) Transforming Care Partnership – Forensic Intellectual Disabilities Social Worker

40. The forensic intellectual disabilities social worker is involved in the planning process prior to hospital discharge helping develop appropriate plans and resources to balance risks and independence of individuals with complex needs. The specialist resource works closely with individuals and community multi-disciplinary teams in supporting and monitoring an individual’s behaviours, to help sustain them in the community. They also provide “social supervision” (legal requirement) for individuals who are restricted by the Ministry of Justice (convicted of criminal offences and require specific restrictions upon discharge).
41. This post has been with the Complex Lives Team in Living well for some time and the Nottinghamshire Transforming Care Partnership has agreed to continue to fund and

extend this post until the March 31st, 2022, with no financial cost to Nottinghamshire County Council.

Table of Resources

Job Title	Grade	Full Time Equivalent	Team	Total Cost £
Business Analyst	Band D	2	Service Improvement Quality and Practice	62,086
Senior Practitioner Occupational Therapist	Band C	1	Maximising Independence Service	28,687
Forensic Intellectual Disabilities Social Worker	Band B	1	Complex Lives Team-Living Well	Funded by Transforming Care Partnership
Quality Contracts Officer	Band A	1	Quality Market Management	21,377
Discharge to Assess Pilot - Tuvida			Integrated Strategic Commissioning	312,000
TOTAL				424,150

Theme 7 – Recovery and Reset

a) Day Opportunities

42. During the COVID 19 pandemic, day services in the County were unable to offer a building-based service, and as part of the recovery from the pandemic, the department would like to explore the opportunities for some of these people to access different opportunities in the community.
43. Agreement is sought to implement a pilot team to work with people to review their current services and to explore alternative options. The Promoting Independence Workers in the team will offer more intensive support than has previously been available to increase the likelihood of sustaining this alternative to building based day services.
44. Temporary Community Care Officers and Occupational Therapy staff will support the reviewing of current services and Team Manager to manage the team and work strategically with partners to develop community resources.
45. The department has also identified a gap in service for college leavers who are not yet ready for employment and who need more intensive support. This pilot team will develop a pathway for college leavers that provides the level of support required for them to access opportunities to develop their skills and confidence (for example voluntary work), with a view towards increased independence and employment.

Table of Resources

Job Title	Grade	Full Time Equivalent	Team	Total Cost £
Team Manager	Band D	1	To be Confirmed	31,043
Occupational Therapist	Band B	2	To be Confirmed	49,908
Community Care Officers	Grade 5	6	To be Confirmed	108,199
Promoting Independence Workers	Grade 3	6	To be Confirmed	87,993
TOTAL				277,143

b) Shared Lives pilot

46. The department would like to pilot short term placements for mental health hospital discharge/hospital avoidance through Shared Lives called 'Shared Steps to Wellbeing'. Further work to develop this approach is underway and will be shared with the Committee in September 2021.
47. In addition to this funding is required for a recruitment campaign to advertise and recruit shared days carers to support young adults to attend community activities. The advertising would be for six months at a cost of £1,900.

c) Autism – Befriending Service

48. The department would like to further explore establishing a befriending service with a particular focus on autism including the recruitment and training of volunteers with the support of a volunteer coordinator which would be commissioned through a Voluntary Community Sector provider. Work to develop this approach is underway and will be shared with the Committee in September 2021.

d) Service to support people with evening activities (Gig Buddies)

49. This unique support would primarily be for people with Learning Disabilities but may include people with Mental Health and Autism Spectrum Disorder conditions. The intention is to support people going to evening events such as music concerts and would be purchased as an off the shelf scheme and would be commissioned through a Voluntary Community Sector partner. Work to develop this approach is underway and will be shared with the Committee in September 2021.

e) Co-production

50. The development of the co-production steering group has been one of the great successes over the last 12 months and one that the department wants to build on as the department

transitions to recovery. Additional resource is needed to support co-production members and develop an infrastructure framework to build and increase co-production membership. It is therefore proposed to commission an external Voluntary Community Sector partner to deliver this on a short-term basis at a cost of approximately £75,000.

51. In addition to this a further ambition is for the refreshed Adult Social Care Strategy to be fully co-produced and it is proposed to commission external partner support such as 'Think Local Act Personal' to support with this. Further details on the approach and costings will be shared with the Committee in September 2021.
52. In addition, further resource is required at Commissioning Support Officer level to offer co-ordination and communication support in relation to co-production, which is beyond the capacity in the Integrated Strategic Commissioning team currently.

Table of Resources

Job Title	Grade	Full Time Equivalent	Team	Total Cost £
Commissioning Support Officer	Grade 4	1	Integrated Strategic Commissioning	15,606
External Partner – Co-production				75,000
Advertising Shared Lives				1,900
TOTAL				92,506

Theme 9 - Cultural Change

a) Strength Based Approach – supporting culture change across Ageing Well and Living Well

53. Taking a Strength Based Approach is an essential component of how Adult Social Care and Health supports people to live as independently as possible. This proposal is for the following additional temporary resources to accelerate the culture change across Ageing Well and Living Well Community Teams:

- **2 FTE temporary Team Manager:** these two temporary posts (one for Ageing Well & one for Living Well) will increase capacity, will accelerate 'Peer to Peer' skill sharing and the embedding of operational management practice tools across all teams to support the Adult Social Care and Health Owning and Driving Performance approach.
- **Training/mentoring for all Ageing Well & Living Well Team Managers:** this additional training will support Team Managers to deliver strategic change at scale and pace.
- **Additional temporary Ageing Well Social Worker and Occupational Therapy capacity:** this additional capacity will be in Ageing Well Community Teams and will consist of:
 - 3 FTE Social Workers (Band B) (seven months temporary to March 2022)

- 1 FTE Senior Practitioner Occupational Therapist (seven months temporary to March 2022).

The additional capacity will enable Adult Social Care & Health to undertake strategic quality reviews of people living at home with high packages of homecare to inform practice improvement, strategic commissioning, and scope potential for increasing quality, community options and delivering savings for this cohort.

- **3 FTE temporary Community Care Officers for Living Well (Grade 5):** these temporary posts will help to develop community options across the County and will work with community teams to build knowledge and relationships with voluntary sector partners.
- **Temporary resources to boost strategic voluntary sector partnership work:** this temporary resource will work across the County with the additional temporary Social Worker & Occupational Therapist capacity described above to initiate development of local community assets and options (as alternatives to homecare) and reduce social isolation with a specific focus on people who are unable to/do not wish to leave their own home.

The details will be worked through in the coming weeks, but the initial investment is thought to be in the region of £150,000 with voluntary sector partners working across both Ageing Well and Living Well community teams.

b) Communications and engagement specialist support

54. Given the extent of change being seen across services and teams within Adult Social Care and Public Health, specialist communication and engagement support is required on a short-term basis to develop clear and consistent messaging around core functions and objectives of the department.
55. It would also be the responsibility of this specialist support to develop the departmental Communication Strategy with specific attention to:
 - developing and implementing a communication and engagement plan for the Cultural Change that succinctly links and clearly articulates the five pillars of change, the overarching ambitions of the department and how this translates in practice for teams and individuals
 - reviewing the infrastructure in place to embed and sustain Owning and Driving Performance as the department moves into the second wave of implementation, looking at systems for talent management, resources for the induction of new staff that communicates the department's new cultural and strengths-based approach and learning and development resources for career progression and succession planning
 - offering dedicated support for communication and engagement across our Provider Services.
56. A specialist resource would be commissioned on a short-term basis to deliver this.

Table of Resources

Job Title	Grade	Full Time Equivalent	Team	Total Cost £
Team Manager	Band D	2	1 Living Well Community Team 1 Ageing Well Community Team	62,086
Senior Practitioner Occupational Therapist	Band C	1	Ageing Well Community Team	28,687
Social Workers	Band B	3	Ageing Well Community Teams	74,863
Community Care Officers	Grade 5	3	Living Well Community Teams	54,099
Specialist Resource – Training / mentoring				80,000
Specialist Resource – Comms and engagement				56,000
Specialist Resource – Strategic Voluntary Sector Partnership				150,000
TOTAL				505,735

Other Options Considered

57. The only other option available is to continue to meet increasing demand from existing resources, which is not sustainable as the department moves towards recovery, and the existing Service Improvement Programme and any new initiatives will take longer to implement if the department continues to use existing resources from within the Integrated Strategic Commissioning and Service Improvement directorate.

Reason/s for Recommendation/s

58. For the Adult Social Care and Public Health Committee to understand and agree the investment needed now to meet increased demand across services and transition from emergency response to recovery from the pandemic.

Statutory and Policy Implications

59. 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

60. The General Data Protection Regulations (GDPR) require the Council to put in place appropriate technical and organisational measures to ensure that data protection principles and individual's information rights are built into everything the Council does. Legal Services and Information Governance colleagues within the Council will provide guidance on how to progress any new initiatives described to ensure Council obligations are met.

Financial Implications

61. The financial implications of resources requested in this report are as follows:

Job Title	Grade/ Band	Full Time Equivalent	Permanent/ Temporary	Team	Total Cost
Increased Safeguarding Demand					
Maximising Independence Service Team Manager	Band D	1	Temporary (Sept 21 - Mar 22)	Maximising Independence Service	£31,043
Senior Practitioner Occupational Therapist	Band C	4	Temporary (Sept 21 - Mar 22)	Living Well Community Teams	£114,751
Advanced Social Work Practitioners	Band C	3.5	Temporary (Sept 21 - Mar 22)	Living Well Community Teams	£100,407
Social Worker	Band B	3	Temporary (Sept 21 - Mar 22)	Multi-Agency Safeguarding Hub	£74,863
Social Worker	Band B	11	Temporary (Sept 21 - Mar 22)	Ageing Well Community Teams	£274,499
Social Worker	Band B	5	Temporary (Sept 21 - Mar 22)	Living Well Community Teams	124,772
Occupational Therapist	Band B	3	Temporary (Sept 21 - Mar 22)	Ageing Well Community Teams	£74,863
Promoting Independence Workers Enablement Manager	Band A	1	Temporary (Sept 21 - Mar 22)	Maximising Independence Service	£21,377

Community Care Officers	Grade 5	3	Temporary (Sept 21 - Mar 22)	Multi-Agency Safeguarding Hub	£54,099
Community Care Officer	Grade 5	7	Temporary (Sept 21 - Mar 22)	Living Well Community Teams	£126,232
Promoting Independence Worker	Grade 3	5	Temporary (Sept 21 - Mar 22)	Maximising Independence Service	£73,328
Sub Total:					£1,070,234
Digital, Systems and Processes					
Project Manager	Band D	2	Temporary (Sept 21 – Mar 22)	Service Improvement Quality and Practice	£62,086
Service Improvement Officer	Band B	3	Temporary (Sept 21 – Mar 22)	Service Improvement Quality and Practice	£74,863
Specialist Resource x1– Mosaic Financial Strategy				Service Improvement Quality and Practice	£63,000
Specialist Resource x2 – Mosaic Reporting Strategy				Service Improvement Quality and Practice	£112,000
Sub Total:					£311,949
Performance and Quality Assurance					
Service Improvement Officer	Band B	1	Temporary (Sept 21 – Mar 22)	Service Improvement Quality and Practice	£24,954
Direct Payments Quality Officer	Band A	1	Temporary (Sept 21 – Mar 22)	Integrated Strategic Commissioning	£21,377
Sub Total:					£46,331
Departmental Reviews					
Group Manager	Band F	1	Temporary (Sept 21 – Mar 22)	Service Improvement Quality and Practice	£42,270

Strategic Development Manager	Band E	0.6	Permanent	Service Improvement Quality and Practice	£38,421
External Workforce Project Manager	Band D	0.5	Permanent	Quality Market Management	£26,608
Project Manager	Band D	2	Temporary (Sept 21 – Mar 22)	Service Improvement Quality and Practice	£62,086
Business Analyst	Band D	1*	Temporary (Sept 21 – Mar 22)	Service Improvement Quality and Practice	£31,043
Service Improvement Officer	Band B	2.5	Temporary (Sept 21 – Mar 22)	Service Improvement Quality and Practice	£62,385
Sub Total:					£262,816
Prevention and Early Intervention					
Project Manager	Band D	1	Temporary (Sept 21 – Mar 22)	Service Improvement Quality and Practice	£31,043
Service Improvement Officer	Band B	2	Temporary (Sept 21 – Mar 22)	Service Improvement Quality and Practice	£49,908
Local Area Coordinator	Band A	6	Temporary (Nov 21 – Mar 22)	Integrated Strategic Commissioning	£91,620
Commissioning Support Officer	Grade 4	1	Temporary (Sept 21 – Mar 22)	Integrated Strategic Commissioning	£15,606
Sub Total:					£188,177
Integrated Personalised Care and Support Systems					
Business Analyst	Band D	2		Service Improvement Quality and Practice	62,086

Senior Practitioner Occupational Therapist	Band C	1	Temporary (Sept 21 - Mar 22)	Maximising Independence Service	£28,687
Forensic Intellectual Disabilities - Social Worker	Band B	1**	Extend temporary contract until March 2022	Complex Lives Team - Living Well	Funded from Transforming Care Partnership
Quality Contracts Officer	Band A	1	Temporary (Sept 21 - Mar 22)	Quality Market Management	£21,377
Discharge to Assess Pilot - Tuvida				Integrated Strategic Commissioning	£312,000
Sub Total:					£424,150
Recovery and Reset					
Team Manager	Band D	1	Temporary (Sept 21 - Mar 22)	To Be Confirmed	£31,043
Occupational Therapist	Band B	2	Temporary (Sept 21 - Mar 22)	To Be Confirmed	£49,908
Community Care Officer	Grade 5	6	Temporary (Sept 21 - Mar 22)	To Be Confirmed	£108,199
Commissioning Support Officer	Grade 4	1	Temporary (Sept 21 - Mar 22)	Integrated Strategic Commissioning	£15,606
Promoting Independence Worker	Grade 3	6	Temporary (Sept 21 - Mar 22)	To Be Confirmed	£87,993
External Partner – Coproduction					£75,000
Advertising – Shared Lives					£1,900
Sub Total:					£369,649
Cultural Change					
Team Manager	Band D	2	Temporary (Sept 21 - Mar 22)	1 Living Well Community Team 1 Ageing Well Community Team	£62,086

Senior Practitioner Occupational Therapist	Band C	1	Temporary (Sept 21 - Mar 22)	Ageing Well Community Team	£28,687
Social Worker	Band B	3	Temporary (Sept 21 - Mar 22)	Ageing Well Community Teams	£74,863
Community Care Officer	Grade 5	3	Temporary (Sept 21 - Mar 22)	Living Well Community Teams	£54,099
Specialist Resource – Strategic Voluntary Sector Partnership				Ageing Well & Living Well Community Teams	£150,000
Specialist Resource – Training/Mentoring				Ageing Well & Living Well Community Teams	£80,000
Specialist Resource - Communication and Engagement				Service Improvement Quality and Practice	£56,000
Sub Total:					£505,735
Equipment					
IT equipment per new starter, including monthly costs for phone and laptop data	£1,600 per new starter	102			£163,200
Sub Total:					£163,200
TOTAL COST:					£3,342,243

**The department already has 1 FTE Business Analyst established for a year in January 2021 (see background papers for further information) which has not yet been recruited to. Therefore, request that this funding is converted to 2 FTE for seven months until March 2022.*

62. All temporary posts will be funded from within the current departmental budget due to the current forecast underspend.
63. The two permanent posts identified as part of the commissioning review will be met from existing departmental budget.
64. The Forensic Intellectual Disabilities Social Worker post at **paragraph 61** is at no financial cost to Nottinghamshire County Council, with existing funding continuing from Nottinghamshire Transforming Care Partnership.

65. The report identifies a number of new initiatives to support recovery which are still in a discovery phase and will be brought back to the Committee in September 2021 for further investment approval. They are:

- Adult Social Care Strategy to be fully co-produced with the appointment of an external partner to support with this
- Autism – Befriending Service including the recruitment and training of volunteers with the support of a volunteer coordinator which would be commissioned through a Voluntary Community Sector provider
- Service to support people with evening activities (Gig Buddies) such as music concerts and would be purchased as an off the shelf scheme and would be commissioned through a Voluntary Community Sector partner
- Shared Lives called ‘Shared Steps to Wellbeing’ which would pilot short-term placements for mental health hospital discharge/hospital avoidance
- The device lending scheme review and potential further investment to support more people virtually
- Public Feedback Solution options to capture feedback from communities, and people the department supports at the point of service delivery
- Policy Library options appraisal developing how to digitise the library to make it more efficient, and less resource intensive
- ICT costings for changes to the Mosaic workflow for hospital discharge, and the development of the Mosaic Portal
- Potential additional costs associated with our Mosaic providers if a decision is made to go ahead and expand the reporting module in Mosaic.

Human Resources Implications

66. Recruitment to the posts described in the table in **paragraph 61** will be undertaken in line with the Council’s Human Resources procedures and engagement with the Trade Unions.

67. Due to the high number of posts to be established within this report the department anticipates that it may not be able to recruit to all posts given the short-term arrangements requested, and therefore it will potentially be exploring other arrangements such as agency recruitment to fulfil the workforce shortage identified.

Safeguarding of Children and Adults at Risk Implications

68. This report recognises the increased demand seen across the department’s safeguarding service and is addressing this through its request to increase capacity across its community teams to manage this increased complex workload.

Implications for Service Users

69. The further investment requested will allow waiting times for assessments to reduce across services, and it is anticipated that the new initiatives described will make a difference to the people the department supports and the outcomes they are looking achieve, as the population of Nottinghamshire starts to recover from the pandemic.

RECOMMENDATION/S

That the Committee:

- 1) gives approval for the required resources for Ageing Well and Living Well services to manage demand due to the COVID19 pandemic as detailed in **paragraphs 9 to 13**.
- 2) gives approval for the resources required to support the department's transition to recovery from the COVID19 pandemic, as detailed in **paragraphs 14 to 56**.
- 3) gives approval for the investment required to deliver and accelerate recovery and the Service Improvement Programme, including establishment of temporary posts as identified in **paragraph 61** of this report.
- 4) gives approval to increase the permanent establishment for two posts of 0.6 FTE Strategic Development Manager (Band E) and 0.5 FTE External Workforce Project Manager (Band D) as outlined in **paragraph 61** of this report.
- 5) gives approval to extend the temporary established 1 FTE Forensic Intellectual Disabilities Social Worker (Band B) post within Living Well with funding arrangements in place through Nottinghamshire Transforming Care Partnership and at no cost to the Council, as outlined in **paragraph 61** of this report.

Melanie Brooks

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Constitutional Comments (ELP 14/07/2021)

70. The recommendations fall within the delegation to Adult Social Care and Public Health Committee by virtue of its terms of reference. The external funding via the Nottinghamshire Transforming Care Partnership should be approved in accordance with 2.6 of the Financial Regulations.

Financial Comments (ZDB 14/07/21)

71. The financial implications of this report are detailed within the table in **paragraph 61**, and further in **paragraphs 62 to 65**. The total cost of £3,342,243 this financial year will be met from existing departmental budget due to a forecast underspend. It is important to note that the posts requested in this report have been costed at the bottom of scale, unless otherwise stated.

HR Comments (SJJ 14/07/21)

72. Recruitment to the fixed term posts and permanent posts will be undertaken in line with the Authority's recruitment procedures and the successfully recruited temporary candidates will be employed on fixed term contracts for the duration as described in the report. Any newly established posts will be subject to job evaluation where necessary in line with the Authority's grading policy. The Authority's managed service contract for agency provision will be utilised where necessary.

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.

[Adult Social Care and Public Health Service Improvement Programme for 2021/22 to 2023/24 - report to Adult Social Care and Public Health Committee on 11th January 2021](#)

[Review of Commissioning Function within Integrated Strategic Commissioning and Service Improvement - report to Adult Social Care and Public Health Committee on 9th November 2020](#)

Electoral Division(s) and Member(s) Affected

All.

ASCPH771 final