



7th July 2014

Agenda Item: 8

**REPORT OF THE SERVICE DIRECTOR PERSONAL CARE AND SUPPORT,
NORTH AND MID NOTTINGHAMSHIRE**

**UPDATE ON THE PROJECT TO LAUNCH OPTIMUM WORKFORCE
LEADERSHIP AS AN INDEPENDENT SOCIAL ENTERPRISE**

Purpose of the Report

1. To provide the Adult Social Care and Health Committee with an update on the achievements from 2013-14 and outline objectives for 2014-15.
2. To provide information for decisions to be made to prepare for the end of the project in October 2014 in respect of future business model or exit strategy for products and services and redeployment of Optimum team.
3. To request commitment to development of the social care workforce and in principle support to the development of the Optimum model to achieve this work, pending a further report in September to confirm the funding requirement of the Council and partner organisations.

Information and Advice

4. Optimum Workforce Leadership is the new name for the Nottinghamshire Partnership for Social Care Workforce Development (NPSCWD), which is a partnership of social care employees across Nottingham City and Nottinghamshire County. They work closely with Skills for Care, part of the Sector Skills Council for Care and Development, to support the independent health and social care sector to plan and develop their workforce to improve standards of care.
5. The NPSCWD has been hosted by Nottinghamshire County Council since 2005 and at this time was funded by Nottingham City and Nottinghamshire County Councils through the Workforce Development Grant. Funding ceased in 2010 and rollover funds were retained for the work to continue to meet the Joint Workforce Strategy for Health and Social Care. In October 2012 ASCH Committee provided £387K for the development of NPSCWD as a social enterprise and to deliver workforce development initiatives for management and leadership skills and improvements in person-centred dementia care to shape the market for the future. This funding, together with the fixed term contracts for 3 FTE employees, ceases in October 2014.

6. Over the last 18 months products and services have been developed that have enabled Optimum to launch as a membership organisation with the potential to generate income. This will provide the potential to generate income and secure recognition amongst key stakeholders to enable Optimum to sustain a presence in the market beyond October 31st.
7. The following table sets out the achievements and information with regard to how the money has been used:

Key Priorities	Objective	Achieved
Set up a viable business	Establish a stakeholder board	Had two meetings to date with CCGs, Las, Associations and Health-care Partnerships in attendance
	Establish Vision and Mission	Published in End of Year Report 2012/13
	Develop products that income generate	Price list published and charged for courses are being run that are producing an income stream
	Posts established with job descriptions	In place but being amended to reflect new membership organisations and taking on the Workforce Development Fund
To raise standards in care	A more person-centred approach to dementia care	26 x care settings achieved the Dementia Care Matters 12 month programme. 13 more care settings will complete June 2014
	A Leadership and Management development pathway	<ul style="list-style-type: none"> • 17 x delegates on Level 5 Diploma in Leadership • 7 x delegates on Level 4 ILM Award in Leadership • 11 x delegates on Level 3 ILM Cert in Management
	Encourage managers to identify need for training	<ul style="list-style-type: none"> • Stopped running fully-funded training • Introduced competence assessment licences for Common Induction Standards (Sold 800) • Registered 27 moving and handling trainer assessors to use person-centred framework in their care setting • Registered 18 Medicines Management trainer assessors to use person-centred framework in their care setting
	Continue to deliver a training programme to meet care providers needs	<ul style="list-style-type: none"> • In addition to management, dementia and end of life care courses 988 delegate places have been filled on short courses and events. • 75 courses were fully funded • 15 courses were charged for • In addition 12 x bespoke courses designed and delivered to meet employer needs. These were charged for.
	Encourage better and more innovative learning opportunities	<ul style="list-style-type: none"> • Used coaching in 3 different care settings to achieve specific goals • Introduced a pilot to bring Aged Care Channel TV into residential settings to support in-house learning part-funded scheme for 600 beds for 1 year. (Over 50% sold during 2013/14)
	Better End of Life Care practices in care settings	<ul style="list-style-type: none"> • 6 more care homes achieved Gold Standards Framework full accreditation • 38 care homes completed GSF Foundation and 21 achieved the standard

		<ul style="list-style-type: none"> • Became a pilot site for GSF cross boundary project which has been established in Newark and Sherwood.
	Develop best working practices in healthcare across social care settings	<ul style="list-style-type: none"> • Ran a conference in October 2014 to raise awareness of best working practices with healthcare professionals • Developed Top Tips Sheets in Continence, Pressure Ulcer Prevention, Falls, Infection Control, Nutrition and Medicines Management • Planning further conferences for 2014
To widen participation	Raise the profile of social care in the health arena to support integration	<ul style="list-style-type: none"> • Developed working relationships with Key Stakeholders • Raised the profile of health and social care businesses in a range of different groups
	Raise the profile of social care as a career to aid recruitment	<ul style="list-style-type: none"> • Promoted i-care Ambassadors at events • Supported colleges to identify roles for advanced apprenticeships • Promoted Sector Work Based Academies
To develop marketing and communications	Raise the profile of Optimum to establish its place in the sector	<ul style="list-style-type: none"> • Developed a new name and branding • Updated website
	Establish a communication network	<ul style="list-style-type: none"> • Established a Newsletter and e-communications process • Consolidated 6 monthly conference programme • Developed a 6 monthly Local Managers Network programme

Summary of income and expenditure 2013-14

The above achievements have been funded through the following streams:

Nottinghamshire County Council:

- | | | | |
|--------------------------------------|---------|--------|---------|
| • Salaries 2.7 posts and on costs | £61,809 | | |
| • Dementia training for 40 people | £35,000 | income | £20,000 |
| • Leadership and Management training | £36,000 | income | £ 9,500 |

Project funding from Skills for Care £15,390 (gross)

- Sharing best practice with Health
- Top tips sheets
- Meds Management Competence Framework

Other Income from courses and products £96,000 (gross)

The development of products and services through the above funds from 2013-14 and 2012-13 has provided Optimum with products that are needed and sought after by the social care workforce.

Summary of ASCHPP award spend 2012 - 2014

Item	Outcomes	Spent	Funds remaining	Comments
Funding for 2.7 posts	Developed the business as reported on	£156,000	£70,000	To end of October 14
Develop Website, and Marketing	New Optimum brand, marketing materials and branding reflected in the website	£ 10,000	£10,000	Retained for final changes
Develop database	Improved the new database to be able to issue reports	£ 3,000	£0	Fit for current purpose
Management training to up-skill selected managers	First programme of 35 x managers from new and aspiring through to registered managers undergoing training. 2 nd programme scheduled for May/June 2014	£ 40,000	£20,000	For 2 nd programme of management training scheduled 2014
Dementia training programme to target all employers registered for dementia care	2 x cohorts of person-centred dementia training completed and 3rd underway. 1 x train the trainer due to start May 2014	£140,000	£10,000	Funds expanded due to charging subsidised rate. Earmarked for further course development
TOTAL		£349,000	£100,000	

This shows that of the £378K awarded £349K has been spent to date against the headings allocated and has been invested to generate a return of £449K through contributions from the social care sector.

8. It can be seen that Optimum have delivered on the original funding of £378K in that they have:
- a. Delivered dementia training to over 36 different care settings, 10 of which achieved the dementia quality mark.
 - b. Set up a suite of leadership and management qualifications and action learning opportunities for care settings.
 - c. Established a framework for a social enterprise going forward, with some potential for income generation.

Priorities for 2014-2015

- Develop the processes to deliver the Workforce Development Fund of £103K to social care employees completing units on the QCF (Qualifications Credit Framework)
- Develop Action Learning Set Management Programme
- Complete Person-Centred Care Planning Programme for Managers and care workers

- Themed conferences around Best Working Practices in Healthcare, Mental Health – in partnership with Health Partnerships, Accessing the Workforce Development Fund – in partnership with Skills for Care
- Develop the coaching opportunities available through Optimum
- Develop partnership approaches with CCGs to deliver their strategic priorities

Business model and structure

9. The most suitable business model for Optimum to deliver the above has been identified as a social enterprise Community Interest Company Model. The business plan, however, shows that delivery of the above outcomes cannot be achieved through income generation from the products currently on offer. The strategy is to link the priorities of Optimum to those of local stakeholders such as clinical commissioning groups, local authorities and health partners and offer them a membership package for workforce development services offered and outcomes delivered. A more suitable model may therefore be an 'Arms Length' organisation, otherwise known as a Teckal company.
10. Discussions with CCGs and Health Partnerships since the last Key Stakeholder Board meeting in April have raised the issue of access to information and how it is much easier to work with Optimum whilst they are under the auspices of a local authority. Should Optimum move into the private sector however, information that is currently shared to enable appropriate workforce development initiatives to be identified, will no longer be made available to Optimum as an independent business.
11. Recent developments in respect of the Care Act 2014 will have a significant impact on the interactions between local authorities and social care providers. This could highlight areas that require the development of new processes and so learning and development interventions to ensure that these area embedded efficiently and effectively. This option needs to be given careful consideration.
12. The original remit was to identify whether Optimum could become a self-sustaining organisation and the costings below show the current picture with regard to financial viability as we move forward with a membership model.
13. This model requires input from Nottinghamshire County Council (NCC) as one of the leading stakeholder partners with an interest in supporting social care providers to ensure the people of Nottinghamshire have access to services that deliver the levels of person-centred care required. The amount NCC pay for membership will aim to be commensurate with the level of services required across the different types of care provided.
14. With NCC signed up as a member of Optimum, this would lead the way for other stakeholders to identify Optimum as a solution to some of their social care workforce development challenges. The comment has already been made on the Optimum Stakeholder Board that an opportunity to discuss social care workforce development needs and initiatives in a cross-county forum could be considered a vital element of

responsible commissioning as it prevents duplication, provides a partnership approach and promotes best practice.

Income and expenditure for full year 2014-2015

Fixed Costs:	Salaries (inc on costs) x 3 FTE	£ 125,000
	Overheads and set up costs	<u>£ 15,000</u>
	TOTAL	£ 140,000

Income generation (net surplus) 2014-15

• Workforce Development Fund	£ 9,500
• Membership (Premium)	£ 8,000
• Membership (Trainers)	£ 2,000
• Courses, conferences, products and services	£ 45,000
• Project income (Skills for Care and LETC)	<u>£ 20,000</u>
SUB TOTAL	£ 84,500

15. The costings above show that Optimum is in a position to cover the cost of the products and services, but is likely to experience a shortfall of £55,500 in relation to operational and infrastructure costs. To meet this shortfall a range of products and services (see appendix A) are being promoted to key stakeholders and large care providers and membership options are under discussion. The following are currently being discussed. No agreement has yet been reached; the Bassetlaw proposal is on the agenda for their Steering Group Meeting on 22nd July.

• Bassetlaw proposal £67,000 – income (net of external suppliers) would be	£ 18,000
• Provision of workforce planning and development support to:	
○ Nottinghamshire CC to 173 contracted settings @ £300 per provider	£ 51,900
○ Nottingham City to 40 contracted settings @ £300 per provider	<u>£ 12,000</u>
SUB TOTAL	£ 81,900

16. Currently Bassetlaw are discussing a tailor-made proposal and Nottinghamshire County Council may identify areas for workforce planning and development through the Care Act and its Care Homes Task Force. In addition 3 large care providers are interested in discussing a package for their care settings. All 3 operate inside and outside of Nottinghamshire.

17. Optimum has a database of over 550 health and social care providers with whom they are establishing excellent relationships and who are starting to purchase the range of products and services. In addition they are working with key stakeholders to establish a joined up approach to workforce development across the County. This will help to reduce duplication of commissioning initiatives by different health and social care groups and encourage efficiencies that can be achieved through joined up working. This will be one of the ways in which participation from the different locality groups will be encouraged, such as CCGs.

18. The Optimum team all comprise of fixed term contracts until the end of October 2014, at which time the enterprise will cease if a sustainable funding package cannot be identified.
19. There is a desire within the team to take the business forward, regardless of whether this is as a Company Ltd by Guarantee as a social enterprise or a Teckal organisation, and continue to deliver the excellent workforce development initiatives that have been developed.
20. Between May and mid-June meetings were organised with the key stakeholder groups represented on the Board to negotiate services that could be supplied by Optimum and identify the potential for Service Level Agreements that will bring in a membership payments. There was a genuine desire to work with Optimum and for them to continue to be available, but preferably within the public sector so that information could be shared. The question of funding was uncertain but going forward they agreed that a dedicated workforce planning and development organisation would be an efficient and effective option.
21. At the beginning of July a further meeting of the Stakeholder Board is being organised and the decision will be made as to whether Optimum should continue to operate. If there is no clear identification of a requirement then an exit strategy will be implemented and redundancy notices will be issued, although the Nottinghamshire CC's redeployment procedure will seek to mitigate against compulsory redundancies.

Other Options Considered

22. Some consideration is being given to developing partnerships with other workforce planning and development organisations.

Reason/s for Recommendation/s

23. To enable Optimum to continue to work objectively within the social care sector there is a need for funding in order to provide genuine objective support to care providers that can look broader than just the products and services provided by Optimum.
24. The link with local authorities and other public bodies provides an insight into the strategies and priorities that are required to shape the market to support those key priorities. Optimum also provides an opportunity for a commissioning group that will reduce duplication and promote efficiencies in workforce development across the county.
25. A Teckal model is being considered as it provides a supporting interface for the Nottinghamshire County Council's focus on 'Redefining your Council'. It also provides an opportunity for market shaping to support the Care Act 2014.

Statutory and Policy Implications

26. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such

implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Implications for service users

Optimum Workforce Leadership supports the health and social care sector to plan and develop their workforce to improve standards of care with a view to maintaining and improving the quality of care services available to people across the county.

Financial implications

There are no financial implications at this stage. Future funding requirements for the Council will be addressed in a future report.

RECOMMENDATION/S

- 1) That Committee notes the progress and achievements made.
- 2) That Committee approves continued work for the Council with Optimum to agree a business model and identify whether the Teckal option or social enterprise option is the more suitable given the current consultation around 'Redefining Your Council', or the exit strategy for services and employees.
- 3) That Committee acknowledges its commitment to development of the social care workforce and gives in principle support to the development of the Optimum model to achieve this work, pending a further report in September to confirm the funding requirement of the Council and partner organisations.

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Constitutional Comments (SG 25/06/14)

27. The proposals in this report fall within the remit of this Committee.

Financial Comments (KAS 26/06/14)

28. The financial implications are contained within the body 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.

- None

Electoral Division(s) and Member(s) Affected

- All