

**14<sup>th</sup> March 2022**

**Agenda Item: 5**

**REPORT OF THE SERVICE DIRECTOR, INTEGRATED STRATEGIC  
COMMISSIONING AND SERVICE IMPROVEMENT**

**CHANGES TO STAFFING ESTABLISHMENT TO SUPPORT COVID  
RECOVERY, SOCIAL CARE REFORMS AND GREATER INTEGRATION WITH  
HEALTH**

**Purpose of the Report**

1. This report seeks to make some changes to the Adult Social Care staffing establishment to support continued recovery from Covid 19, the planning and implementation of statutory reforms and continued work to support greater integration between Health and Social Care.

**Information**

2. To continue to support the Department to recover from the Covid 19 pandemic, deliver against the Department's Service Improvement Plan, and to initiate the planning and implementation of Social Care Reforms and Care Quality Commission assurance process, approval is sought to establish a temporary additional 1 FTE Group Manager for Service Improvement, Quality and Practice (Hay Band F subject to formal job evaluation) for a period of 12 months, to be funded through the Market Sustainability Grant for 2022/23. In addition, it is requested to extend 1.8 FTE temporary Mosaic Technical Specialists (Hay Band C) for a period of 24 months. These posts will be funded through existing Mosaic Team budgets and supplemented where required by holding vacancies in the Service Improvement Team.
3. Approval is sought to extend for 12 months the temporary Team Manager (Hay Band D) post in Ageing Well Services. This post has been providing Peer to Peer support across Ageing Well Team Managers to embed a set of tools to support managing demand, assure quality of practice and work in a strength-based way. The role is also leading a social isolation project which has been delayed due to the impact of Covid but is now making substantial progress, sampling people requiring review and modelling how reliance on formal services can be reduced using aids, equipment, and assistive technology, as well as linking people into their local communities and social activities/networks. This improves people's outcomes, frees up homecare, and delivers savings. Funding for this post will be met by holding vacancies in Ageing Well.

4. Peer to peer mentoring to make this cultural shift is required to support achieving the Ageing Well strength-based approaches £1.1m savings from April 2022-23. The post is also key to joining up the Department's work in the Community Teams and Innovation Sites with the Integrated Care System Transformation Programme work and its Accelerator Sites, taking strength-based approaches into multi-disciplinary working with our partners.
5. On 14 June 2021, the Adult Social Care and Public Health Committee approved 2 FTE temporary Deputyship Officers and a 0.6 FTE temporary Finance Assistant in Adult Care Financial Services. The funding was allocated permanently; however, the posts were made temporary on the basis that the service was not part of the initial main phase of the Departmental workforce remodel and had its own review planned. The review was part of the Departmental work that was postponed due to the impact of Covid. An independent specialist has now been secured to start the review from 1 April 2022. The temporarily recruited to posts require a further extension while this work is completed.
6. The posts are required to support the 340 people the Department provides a Deputyship function for. The Court of Protection grants the County Council greater authority to act in all financial matters for someone that the department works with and for whom no suitable alternative person is available to take on this role. This is a non-statutory function that the Council provides because it allows people to maintain their independence and achieve their goals whilst safeguarding them from financial abuse.
7. Approval is also sought to increase the Living Well Commissioning Manager (Hay Band E) vacancy from 28 hours a week to 37 hours a week (full time) for a period of up to 12 months. Initially, it is the intention to only recruit to the post on a temporary six-month basis to allow for further discussions to take place with partners around establishing a new post that will better support integration across the health and social care system in Nottinghamshire. Approval to increase the hours for 12 months is being sought to allow for flexibility should more time be required to conclude the discussions with partners. Given current recruitment challenges, it is anticipated that increasing this short-term vacancy to 1 FTE will make it more attractive to potential candidates. The temporary increase in hours will be funded from within existing staffing budgets linked to a vacant post within the same service area.
8. Approval is sought to permanently establish 7 FTE Business Support Administrators (Grade 3) and 2 FTE Business Support Administrators (Grade 4) as part of the development of a Service Placement Function. Through the Simplifying Processes Project, the department has been streamlining processes to ensure they are fit for purpose and support strengths-based practice to achieve the best outcomes for people, as well as reduce the amount of time staff spend recording and processing information. This work has confirmed that social care practitioners are currently too involved in the sourcing and costing of packages of care compared to other Local Authorities; and that practitioners carry out activities, for example calculating the cost of care and sourcing providers, that would normally sit elsewhere.
9. Building on the existing Data Input Team, that already purchases packages of care and support on behalf of Adult Social Care practitioners, a Service Placement Function is being proposed. In addition, they will also carry out the administrative processes relating to the sourcing and costing of care. This will ensure that care and support is put in place in a timely manner and ensure that social care practitioners can spend more time with people

and not process. The additional posts requested will enable the Service Placement Function to undertake the additional work. The social care worker will remain the main point of contact for people needing care and support. Funding for these posts will be met by disestablishing 3.5 FTE vacant Community Care Officer (Grade 5) posts in Ageing Well and 3.5 FTE vacant Community Care Officer (Grade 5) posts in the Living Well structure.

10. It is proposed that 1 FTE Joint Head of Quality and Market Management (Hay Band G, subject to formal job evaluation) post is established to work across Nottinghamshire County Council, NHS Nottingham, and the Nottinghamshire Clinical Commissioning Group (CCG). Currently there are separate and differently structured teams with responsibility for monitoring the quality and sustainability of the care market. Within the CCG, the team is responsible for working with nursing homes across all of Nottingham and Nottinghamshire, whereas the County Council works with residential care and nursing homes across the County of Nottinghamshire. This causes a degree of duplication and fragmentation.
11. During the pandemic, partnerships across the health and care sector have been strengthened through joint working, however there are still significant variations in how these teams undertake their quality monitoring work. Appointing a Joint Head of Quality and Market Management will bring the following benefits:
  - support and contribute to both the Integrated Care System and the County Council's strategic aims to improve health, care outcomes, and reduce the health inequalities of people living in Nottinghamshire and Nottingham
  - be better able to respond to social care reform that relates to care market, Care Quality Commission quality assurance and government's white paper on integration
  - provide joint leadership across the health and care system and team level
  - an integrated approach and oversight of care market sustainability, risk management, provider failure
  - an integrated approach to quality, suspension and driving improvements
  - an integrated approach to market shaping and market position statement
  - better financial oversight, joint approach to fee uplifts, and development of pooled budgets
  - the post holder will be employed by Nottinghamshire County Council but will have joint line management responsibilities across both health and adult social care.
12. The post will be funded through the disestablishment of the current Group Manager Post for Quality and Market Management (Hay Band F) and income from the CCG to meet the shortfall.

### **Other Options Considered**

13. Not establishing the posts outlined in this report will limit Social Cares ability to respond effectively to meet the priorities of recovering from Covid, implementing Statutory reforms and furthering integration with health.

### **Reasons for Recommendations**

14. The new and extended posts will support the delivery of a number of the Department's key strategic priorities including recovery from the Covid 19 pandemic; planning and

implementation of Social Care Reforms; and greater integration with health partners across Nottingham and Nottinghamshire.

## Statutory and Policy Implications

15. 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.

## HR Implications

16. Any new posts will be recruited to in line with the County Council's recruitment policy. Where posts are currently occupied by staff on fixed term contracts these will be extended. Newly appointed staff to temporary roles will be appointed for the duration outlined in the report.
17. The Joint Head of Quality and Market Management will be employed by Nottinghamshire County Council but will have joint line management responsibilities across both health and adult social care.

## Financial Implications

18. The additional temporary and extended posts are summarised below:

Job Title	Full Time Equivalent (FTE)	Salary Band	Basis	Dates	Cost per annum
Group Manager	1	Hay Band F (subject to formal job evaluation)	Temporary additional post for 12 months	1 April 2022 – 31 March 2023	£85,284
Mosaic Technical Specialists	1.8	Hay Band C	Temporary extension for 24 months	1 April 2022 – 31 March 2024	£106,641
Team Manager	1	Hay Band D	Temporary extension for 12 months	1 April 2022 – 31st March 2023	£63,558
Deputyship Officers	2	Hay Band A	Temporary extension for 12 months	1 April 2022 – 31 March 2023	£90,583
Finance Assistant	0.6	Grade 4	Temporary extension for 12 months	1 April 2022 – 31 March 2023	£19,320
Living Well Commissioning Manager	0.25	Hay Band E	Temporary increase in hours for up to 12 months	1 April 2022 – 31 March 2023	£17,689
<b>Total</b>	<b>6.65</b>				<b>£383,075</b>

19. These will all be funded from existing staffing budgets by holding vacancies to cover these costs.

20. The new permanent posts are summarised below:

Job Title	Full Time Equivalent (FTE)	Salary Band	Basis	Annual Cost
Joint Head of Quality and Market Management	1	Hay Band G (subject to formal job evaluation)	Permanent	£100,706
Business Support Administrator	2	NJE Grade 4	Permanent	£64,103
Business Support Administrator	7	NJE Grade 3	Permanent	£194,109
<b>Total</b>	<b>10</b>			<b>£358,917</b>

21. These will be funded by disestablishing the following posts:

Job Title	Full Time Equivalent (FTE)	Salary Band	Basis	Annual Cost
Group Manager Quality and Market Management	1	Hay Band F	Permanent	£85,284
Community Care Officer in Ageing well	3.5	NJE Grade 5	Permanent	£129,548
Community Care Officer in Living well	3.5	NJE Grade 5	Permanent	£129,548
<b>Total</b>	<b>8</b>			<b>£344,380</b>

22. There will also be a contribution from Health to make up the difference for the Joint Head of Quality and Market Management post.

## RECOMMENDATIONCha

That Committee:

- 1) approves the temporary extension of the following posts:
  - 1 FTE temporary additional Group Manager for Service Improvement, Quality and Practice (Hay Band F subject to formal job evaluation) for a period of 12 months from 1 April 2022
  - 1.8 FTE temporary Mosaic Technical Specialists (Hay Band C) for a period of 2 years from 1 April 2022
  - 1 FTE temporary Team Manager in Ageing Well Services (Hay Band D) for 12 months from 1 April 2022
  - 2 FTE temporary Deputyship Officers (Hay Band A) for 12 months from 1 April 2022

- 0.6 FTE Finance Assistant (Grade 4) for 12 months from 1 April 2022.
- 3) approves a temporary increase in hours to the Living Well Commissioning Manager (Hay Band E) post from 0.75 FTE to 1 FTE for a period of up to 12 months from 1 April 2022.
  - 4) approves the establishment of 7 FTE Business Support Administrators (Grade 3) and 2 FTE Business Support Administrators (Grade 4) in the Data Input Team within the Business Support structure, in the Chief Executive's Department.
  - 5) approves the establishment of a 1 FTE Joint Head of Quality and Market Management (Hay Band G, subject to formal job evaluation) post for Nottinghamshire County Council, NHS Nottingham and the Nottinghamshire Clinical Commissioning Group.
  - 6) approves the disestablishment of the below posts to fund the establishment of new posts as outlined above:
    - 1 FTE Group Manager Quality and Market Management (Hay Band F)
    - 3.5 FTE Community Care Officers in Ageing Well (Grade 5)
    - 3.5 FTE Community Care Officers in Living Well (Grade 5).

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### **Constitutional Comments (AK 21/02/22)**

23. This report falls within the remit of Adult Social Care and Public Health Committee under its terms of reference.

### **Financial Comments (KAS 028/03/22)**

24. The financial implications are summarised in **paragraphs 18 to 22**.
25. The £383,075 annual cost of extending 6.65 FTE temporary posts will be met from existing staffing budgets by holding vacancies to cover the cost of these posts.
26. The £358,917 cost of permanently establishing the 10 FTE new posts will be funded by disestablishing 8 FTE existing vacant posts and the shortfall will be met by a contribution from Health for the Joint Head of Quality and Market Management post.

## **HR Comments (SJJ 21/02/22)**

27. The HR implications are mainly covered in **paragraphs 16 and 17**.
28. The creation of an additional Group Manager in the Service Improvement, Quality and Practice will require new job descriptions for both posts clearly identifying the roles and responsibilities of each post and will be subject to job evaluation.
29. The Joint Head of Quality and Market Management will also be subject to job evaluation before recruitment can progress.
30. The continued extension of some posts beyond 2 years may result in redundancy entitlement and any extension beyond 4 years may have fixed-term contract legislation implications.
31. The report has been shared with trade union colleagues for information.

## **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 Care Financial Services update and future service review – report to Adult Social Care and Public Health Committee on 14th June 2021](#)

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

All.