

7<sup>th</sup> December 2020

Agenda Item: 8

## **REPORT OF THE SERVICE DIRECTOR, COMMUNITY SERVICES, LIVING WELL AND PROVIDER SERVICES**

### **CHANGES TO STAFFING ESTABLISHMENT IN LIVING WELL SERVICES**

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

1. The report seeks approval of the following changes to the staffing establishment in the Living Well Preparing for Adulthood Team from 1<sup>st</sup> January 2020 for a further period of nine months (12 months in total):
  - temporary disestablishment of 1.3 FTE Social Worker (Band B) posts
  - temporary establishment of 1 FTE (37 hour) Advanced Social Work Practitioner (Band C) post.
2. The report also seeks approval to extend two temporary posts, subject to final confirmation of funding from the Transforming Care Grant, within the Living Well Complex Lives Team for an additional period of 12 months, from April 2021, as follows:
  - 1 FTE Advanced Social Work Practitioner (Band C)
  - 1 FTE Forensic Social Worker (Band B).

#### **Information**

##### **Preparing for Adulthood Team**

3. The Preparing for Adulthood Team (previously the Transitions Team) supports young people who are transitioning from children's social care to adult social care. The team works closely with the Maximising Independence Service to ensure that young people who are able benefit from the opportunity to enhance their skills and access opportunities in the community. The team has a strong person-centred ethic, and works closely with young people and their families to support them with this potentially challenging time in their lives of becoming an adult.
4. The placement of the team in the transitions process necessitates strong partnership working with multiple people and agencies. These include:
  - Young people

- Families and carers
  - Special Education Need schools
  - Mainstream schools
  - Further Education Colleges
  - Supported Employment Teams
  - Children's Disability Service
  - Integrated Children's Disability Service (responsible for Education, Health and Care Plans (EHCP))
  - Adult social care teams
  - Maximising Independence Service
  - Children's health professionals
  - Adult specialist health teams
  - Housing teams.
5. These links are established, but could be strengthened and developed further to improve the experiences of young people and their families.
6. Preparing for Adulthood (PFA) is a key area of focus for the department, and will be key to the success of the Strength Based Practice initiative. The Preparing for Adulthood pathway is due for review, and there are plans to strengthen the commissioning links between children's and adult services. The additional senior capacity will support these initiatives.

### **Rationale**

7. Consideration has been given to the balance of leadership in PFA and the continued need to be involved in strategic and developmental work around the Council's responsibilities to young people who have PFA outcomes to meet. Working jointly and collaboratively with health and education colleagues as well as the multiple children's teams to improve the overall response to children who are likely to need Adult Social Care and Health (ASCH) support in the future is very active, and there is a risk that the ASCH perspective cannot be represented in all forums.
8. Current areas of development that the Advanced Social Work Practitioner post will support are as follows:
- pioneering work to develop strength-based approaches when working with young people
  - embedding strength-based approaches in the team and promoting this way of working with partners
  - developing processes with EHCP to align reviews
  - planning future accommodation needs for PFA with the Housing with support team
  - liaising with commissioners in Children & Families Services to align processes and expectations of providers
  - looking at the employment pathway with agencies in and outside of the Council
  - Improving links with health regarding young people transitioning from children's health services
  - improving the experience of young people with mental health needs by joining up with leaving care, Looked After Children (LAC) and Mental Health leads to ensure a good quality response is available
  - working on a digital platform for PFA with Children & Families Services

- improving data and finding ways to better identify the population of children who need to be referred at the right time to ASCH.
9. The team is also focussed on cost avoidance savings, due to a strong focus on links with the Maximising Independence Service and opportunities for young people to access community resources, training and employment. The Transitions Project saved £183,046 in 2019-2020 against a target of £100,000 and has a target of £50,000 for the financial year 2020-2021 (this is a lower target as COVID 19 prevented a lot of promoting independence work from going ahead).
  10. Given the team's strategic and operational activity and specialism and the potential for much improvement to be made across the partnerships, the department would like to use the opportunity to trial strengthening the leadership resource in PFA with an Advanced Social Work Practitioner (ASWP) post.
  11. The Preparing for Adulthood Team has a vacancy for one year to back fill for a social worker who has been recruited to an ASWP post on secondment for one year.
  12. The post has been recruited to on a three month temporary basis subject to Committee approval for a further nine months. The benefits of the additional senior capacity in the team are already evident and are enabling the management team to address areas for improvement both strategically and operationally.

### **Funding**

13. The proposal is that the funding for this post comes from the existing staffing budget of the team. It requires permission for effectively changing a 1 FTE Social Worker (Band B) post and a 0.3 FTE vacant Social Worker (Band B) post to a 1 FTE (37 hour) ASWP (Band C) post for one year. This is within the team's current budget.

### **Evaluation**

14. Additional ASWP capacity will greatly support the strategic partnership work of the team and will help to strengthen external processes and relationships. The team will manage caseloads within the remaining social work posts and this will be supported by the ASWP, who will retain a small case load. Additional ASWP capacity has the potential to greatly enhance the work of the team and strengthen partnership working, which is a vital aspect of improving the experience of young people with disabilities.

### **Complex Lives Team**

15. Currently, the Complex Lives team's main role is to support the Transforming Care programme.
16. Transforming Care is a national programme which helps to support and drive activity to discharge hospital patients into community settings. Specifically, the patients have a learning disability and/or autism and typically display high levels of challenge and risk. Patients are detained under the Mental Health Act in a range of hospitals across the country, which operate various levels of security.

17. The programme is supported by the Transforming Care grant - additional ring fenced funding over the next three years, as announced in the 2020 Budget, to assist with speeding up the discharge of individuals with learning disabilities or autism into the community.
18. Within Nottinghamshire, the lead on assessing, planning and facilitating the discharge of Transforming Care patients sits with the Complex Lives Team in Community Services, Living Well. The team works closely with health colleagues, with the supported living and residential care provider market and with commissioning colleagues in facilitating the best use of current resources and the development of new ones to meet the identified need.
19. The Transforming Care programme was developed in response to the Winterbourne View case, with a drive to ensure that hospital patients with a learning disability and/ or autism are supported to have a discharge plan and, where possible, to return to their local communities. The majority of patients require highly specialised assessments and community placements and, in most cases, a legal framework to support a restrictive care plan on discharge. The work is complex and detailed and requires management by a specialist team.
20. The numbers fluctuate, but currently Nottinghamshire has 26 Transforming Care patients. 16 of these are in secure settings commissioned by NHS England (NHSE). It is these patients in secure settings where there is now the primary focus in terms of discharge plans and the setting of targets by NHSE. It is recognised that this is an extremely challenging process due to the levels of risks to self, others and property, the challenges of developing appropriate community provision and the complexity of establishing appropriate legal frameworks for restrictive care plans.
21. The Council has generally been successful in implementing the Transforming Care programme, but it is recognised (locally and nationally) that the challenges are increasing, given the nature of the need of those remaining in hospital
22. The two roles which Committee is asked to consider are as follows:
  - 1 FTE Advanced Social Work Practitioner (Band C)
    - acting as a bridge between health and social care, particularly with 'receiving' consultants (at the point of transfer of medical responsibility) and the Intensive Community Assessment and Treatment Team
    - supporting community providers to develop expertise and person-centred approaches, based on positive behavioural support through training and awareness raising
    - working with commissioning colleagues to develop the market/new services to meet the new challenges across residential care and supported living services
    - representing Adult Social Care and Health on the 'Discharge Pathway and Community Packages' workstream which sits under the Transforming Care Board
    - developing and sharing expertise and resources in areas of mental capacity and legal frameworks.
  - 1 FTE Forensic Social Worker (Band B)

- providing 'social supervision' for patients who are restricted by the Ministry of Justice – these are patients who have been convicted of criminal offences and require specific restrictions upon discharge – for example this may be in connection with alcohol consumption, community access, sexual risks, etc. Note: 'social supervision' is a legal requirement in these cases
- working closely with patients and community multi-disciplinary teams in supporting and monitoring an individual's behaviours, in order to help sustain them in the community
- involvement in the planning process prior to discharge and helping develop appropriate plans and resources to balance risks and independence
- providing consultation to other team members on the management of risk for non-restricted patients.

### **Other Options Considered**

23. To continue with the current establishment of the Preparing for Adulthood team.
24. To absorb the work into other roles within the Complex Lives team.
25. In addition to the Transforming Care programme, the Complex Lives team supports highly complex mental health service users to discharge and, under the re-modelling, now has a brief to keep cases long-term in support of the community teams and to help avoid re-admissions. Without the continuation of the roles in question, there would be issues of capacity within the team.
26. The Forensic Social Worker is currently integrated into the health Community Forensic Intellectual Disability Team, as it is accepted that an integrated approach is the most effective way to manage these extreme risks. Siting this work with a postholder(s) within the Adult Social Care and Health structure, either within the Complex Lives team or one or more of the community teams, would water down its effectiveness and increase the risk of re-admission. Other workers taking on this role would require specialist training.

### **Reason/s for Recommendation/s**

27. The Advanced Social Work Practitioner (Band C) post in the Preparing for Adulthood team will enable the team to further develop internal and external relationships and processes to improve the experience of young people who require adult social care support.
28. Subject to final confirmation, the additional funding for the proposed posts in the Complex Lives team is available through the Transforming Care grant, without recourse to social care funding, which is the most effective way to support the discharge programme and sustainably manage the risks in the community.

### **Statutory and Policy Implications**

29. 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**

30. The cost of the posts to be temporarily disestablished in the Preparing for Adulthood team are:

1 FTE Social Worker (Band B)	£49,186 pa
0.3 FTE Social Worker (Band B)	£14,756

Total cost of posts to be disestablished                      £63,942

31. The cost of the 1 FTE (37 hour) Advanced Social Work Practitioner (Band C) post to be temporarily established is £55,955.

32. This change in establishment will generate a saving of £7,987 pa.

33. The posts in the Complex Lives team are costed as follows and, subject to final confirmation, will be funded from the Transforming Care Partnership grant:

1 FTE Advanced Social Work Practitioner (Band C) - £55,955  
1 FTE Social Worker (Band B) - £49,186

### **Human Resources Implications**

34. There will be an internal recruitment process for the Advanced Social Work Practitioner post in the Preparing for Adulthood team.

35. The posts in the Complex Lives team are both currently filled on a temporary basis. Human Resources have confirmed that these posts could be extended until April 2022 without recourse to an additional recruitment process, subject to any vacancy control measures.

### **RECOMMENDATION/S**

That Committee:

- 1) approves the following changes to the staffing establishment in the Living Well Preparing for Adulthood Team from 1<sup>st</sup> January 2020 for a further period of nine months (12 months in total):
  - temporary disestablishment of 1.3 FTE Social Worker (Band B) posts
  - temporary establishment of 1 FTE (37 hour) Advanced Social Work Practitioner (Band C) post.
- 2) approves the extension of the following two posts, subject to final confirmation of funding from the Transforming Care Partnership Grant, within the Living Well Complex Lives Team for an additional period of 12 months, from April 2021:
  - 1 FTE Advanced Social Work Practitioner (Band C)

- 1 FTE Forensic Social Worker (Band B).

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### **Constitutional Comments (KK 23/10/20)**

36. The proposals in this report are with the remit of the Adult Social Care and Public Health Committee.

### **Financial Comments (DM 25/11/20)**

37. The current staffing structure of the Preparing for Adulthood team is comprised as follows:

Post Title	Perm FTE	£
Team Manager	1.00	£56,489
Advanced Social Work Practitioner	1.00	£52,659
Social Worker - B	7.00	£324,031
Community Care Officer	2.50	£83,999
	<b>11.50</b>	<b>£517,178</b>

38. **Paragraphs 30 to 31** confirm the cost of the disestablished posts is £63,942 and the newly established post is £55,955. The request is of a temporary nature and will therefore not have any permanent effect on the establishment or funding of the team; it will however create a temporary saving of £7,987.
39. The post was initially agreed for three months by the department's Senior Leadership Team and this request is for a further nine months from January to September 2021 and will therefore span the 2020/21 & 2021/22 financial years.
40. As stated in **paragraph 33**, the 12 month extension to the Advanced Social Work Practitioner will be at a cost of £55,955 and the Forensic Social Worker £49,186.
41. It is anticipated that both of these posts will be funded by the Transforming Care Partnership Grant, however this is still subject to approval from the Partnership Board. If the funding is

not secured via the grant alternative sources of funding will be required along with subsequent approval.

**HR Comments (SJJ 09/10/20)**

42. The recruitment to the Advanced Social Work Practitioner post will be undertaken in line with the Authority's recruitment procedures and the successful candidate will be employed on a fixed term contract for the period of the secondment from the team as described in 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.

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