

13 December 2021

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 permanent changes to the staffing establishment in the Living Well Preparing for Adulthood Team from 1st January 2022.
 - disestablishment of 1.3 FTE Social Worker (Band B) posts
 - establishment of 1 FTE (37 hour) Advanced Social Work Practitioner (Band C) post.
2. The report also seeks approval to extend two temporary posts within the Living Well Complex Lives Team for an additional period of 12 months, from April 2022, 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 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 Educational 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)
 - Adult social care teams
 - Maximising Independence Service
 - Children's health professionals
 - Adult specialist health teams
 - Housing teams.
5. Maintaining and strengthening these links will further improve the experiences of young people and their families.
6. Preparing for Adulthood is a key area of focus for the department, and the team has been an Innovation Site as part of the Strength Based Practice initiative. There is a focus on Preparing for Adulthood in the Corporate All Age Approaches programme, and the team has a challenging cashable benefits target to reach over the next three years. The additional senior capacity will support these areas of work.

Rationale

7. Consideration has been given to the balance of leadership in Preparing for Adulthood and the continued need to be involved in strategic and developmental work around the Council's responsibilities to young people who have Preparing for Adulthood 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 support in the future is very active, and there is a risk that, without this additional senior role in the team, the Adult Social Care and Health perspective cannot be represented in all forums.
8. The post has been established temporarily for the past year. The revised staffing structure has been used effectively to support the following areas of development:
- 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 Education, Health and Care Plans to align reviews
 - planning future accommodation needs for Preparing for Adulthood with the Housing with support team
 - liaising with commissioners in Children & Families Services to align processes and expectations of providers
 - 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 and Mental Health leads to ensure a good quality response is available
 - improving data and finding ways to better identify the population of children who need to be referred at the right time to Adult Social Care and Health.

9. The team is also focussed on cashable benefits, due to a strong focus on links with the Maximising Independence Service and opportunities for young people to access community resources, training and employment.
10. Given the team's strategic and operational activity and specialism and the potential for further improvement to be made across the partnerships, the department would like to permanently establish the second Advanced Social Work Practitioner post in this team.
11. Trialling this change of establishment for the past year has proved beneficial to developing links with partners, and supporting the strategic work of the department.
12. The two Advanced Social Work Practitioners in Preparing for Adulthood hold a caseload of complex work. This has enabled the team to absorb the loss of 1.3 Social Worker posts.

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) Advanced Social Work Practitioner post (Band C) on a permanent basis. This is within the team's current budget.

Evaluation

14. The team will manage caseloads within the remaining social work posts and this will be supported by the Advanced Social Work Practitioner, who will retain a small case load. Additional Advanced Social Work Practitioner capacity has greatly supported the strategic partnership work of the team and will continue to help to strengthen external processes and relationships. These are vital aspects of improving the experience of young people with disabilities and their carers.

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 until 2023, 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 the Transforming Care Partnership, health

colleagues and 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 30 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 provide long-term support to people by 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. 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 an annual saving of £7,987 pa.
33. The posts in the Complex Lives team are costed as follows and 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 permanent 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.

RECOMMENDATION/S

That Committee:

- 1) approves the following changes to the permanent staffing establishment in the Living Well Preparing for Adulthood Team from 1st January 2022.
 - disestablishment of 1.3 FTE Social Worker (Band B) posts
 - establishment of 1 FTE (37 hour) Advanced Social Work Practitioner (Band C) post.
- 2) approves the extension of the following two posts within the Living Well Complex Lives Team for an additional period of 12 months, from April 2022:
 - 1 FTE Advanced Social Work Practitioner (Band C)
 - 1 FTE Forensic Social Worker (Band B).

Melanie Brooks
Corporate Director, Adult Social Care and Health

For any enquiries about this report please contact:

Naomi Russell
Group Manager, Living Well North
T: 0115 9774213
E: Naomi.russell@nottscc.gov.uk

Constitutional Comments (KK 22/11/21)

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

Financial Comments (OC 25/11/21)

37. The financial implications are contained within **paragraphs 30 to 33**.

- £105,141 to funded Transforming Care Partnership grant for the extension of 1 FTE Advanced Social Work Practitioner Band C and 1 FTE Forensic Social Worker for 12 months from April 2022.
- the establishment of 1 FTE Advanced Social Work Practitioner Band C permanently from the dis-establishment of 1.3 FTE Social Worker Band B.

HR Comments (SJJ 01/12/21)

38. There is currently a 0.3 FTE Social Worker vacancy in the Preparing for Adulthood team. The 1 FTE post to be converted is currently occupied by a post holder who is acting into the temporary Advanced Social Work Practitioner post. If the postholder is not successful in being recruited to the permanent post their employment is potentially at risk. However, the department has a large volume of vacancies so there are redeployment opportunities and relevant policies and procedures will be followed as required.

39. The postholders in the temporary posts will have their fixed term contracts extended.

40. A copy of 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.

None.

Electoral Division(s) and Member(s) Affected

All.

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