



6 February 2017

Agenda Item: 4

**REPORT OF CORPORATE DIRECTOR, ADULT SOCIAL CARE, HEALTH
AND PUBLIC PROTECTION**

**STAFFING CAPACITY TO SUPPORT CURRENT DEMANDS AND
RESPONSIBILITIES IN ADULT SOCIAL CARE**

Purpose of the Report

1. The report requests approval for a range of posts in services across the department that are currently temporary. The recommendations are for either an extension of a current temporary contract, or approval to make the posts permanent.

Information and Advice

2. The report covers a range of posts that have been set up on a temporary basis to respond to new responsibilities and predicted demand as a result of legislative and demographic changes. The recommendations follow a detailed review of all posts, whereby Group Managers were required to provide business cases to demonstrate the need for the posts to undertake statutory duties and meet current and predicted demand in the department.
3. The report covers 3 categories of posts. Following review, there are posts where approval is requested to establish them on a permanent basis; others where a temporary extension to the contract is requested as managers continue to keep levels of demand under review, and a small number of additional posts. In the main, these are existing posts which will be funded by money provided on a national basis to Councils for implementation of the Care Act, so there is no additional funding requirement. For a small number of posts the funding is provided by Health or external grant funding.
4. A number of the posts were last presented to the Committee for approval in a report on the requirements of the Care Act in April 2016. The Committee is now asked to approve the following posts on a permanent basis, from 1st April 2017:
 - **Senior Practitioner in Adult Care Financial Services**, 1 FTE (full-time equivalent) post (Band C), at a cost of £50,780 p.a. This post was initially required on a temporary basis to support the significantly increased workload of the team, especially in light of the Care Act requirements. The work of the team continues to grow and is unlikely to reduce, hence the request for the permanent post.

- **Direct Payments Auditor Posts in Adult Care Financial Services**, 2 FTE posts (Grade 4) at a cost of £54,111 p.a. These posts were established to enable the Council to complete audits of individual services users' Direct Payments where they had amounted funds in their Direct Payment Account over a period of time which for one reason or another had not been used for their care and support. It was anticipated that the posts would only be required on a temporary basis following the recommendation of Internal Audit in relation to the suspension of a Direct Payments Support Provider, DiPSU, in 2015/16. However, the audits have enabled the Council to identify and recoup significant unspent funds from service users' Direct Payment Accounts. It has become increasingly evident that there will always be a significant number of people who will not at times spend their full Direct Payment allocation due to various circumstances, such as not being able to cover periods when their Personal Assistant (PA) is on annual leave or sick leave, or due to a delay in appointing a new PA or replacing a PA that has left the role. The Council has set new savings targets over the next 3-4 years relating to one-off Direct Payments recoups. These posts are essential in enabling the savings to be realised.
- **Senior Practitioner with responsibility for prisons in Nottinghamshire**, 1 FTE post (Band C) at a cost of £50,780 p.a. This post was set up to respond to the new responsibilities for local authorities identified in the Care Act 2014 in relation to the assessment and provision of social care support for prisoners. From review of the work required and undertaken it has become evident that a permanent post at Senior Practitioner level is required. The post holder requires the capability to assess complex needs from across all service user groups, including forensic specialities. This post also requires a high degree of strategic working across the county, with links to the prison services and health providers to manage the contracts for the provision of services. It also requires the post-holder to develop relationships and systems to support the provision of care and support in prisons. Further information on the work undertaken with prisons to date is provided later in the report.
- **Strategic Commissioning Officer**, 1 FTE post (Band C) at a cost of £50,780 p.a. This post initially focused on the development, promotion and maintenance of the Nottinghamshire Help Yourself (NHYS) online directory. The maintenance of the NHYS directory is a key element of the Council's duty of prevention, to provide information and advice on care and support to the public. The role has now been extended to meet the wider requirements of the Care Act in relation to prevention and in implementing the Adult Social Care Strategy, and therefore the request is for a permanent post.

5. In addition to this there were a number of posts also approved by the Committee in April 2016 where an extension of the current contract is requested, from 1st April 2017:

- **Community Care Officers in the county wide reviewing teams** – 7 FTE posts (Grade 5) at a cost of £223,661 p.a. As the Committee will be aware from previous reports on assessment and reviewing activity in the department, this is an area where increased staffing capacity is required to respond to the statutory responsibilities outlined in the Care Act. Approval is requested for the posts to be extended to 31st March 2018.

- **Social Worker** - 1 FTE post (Band B) at a cost of £44,634 p.a. to undertake assessments/reviews and support people into alternative placements during the closure of the Care and Support Centres. The original resource of one Social Worker and one Community Care Officer (CCO) was agreed until March 2017, however, following consultation the programme was extended until March 2018, hence the extension of one post is required.
6. One of the posts approved by the Committee in April 2016 was a 0.5 FTE Team Manager post in the Gedling Community Mental Health Team. In order to undertake the duties required this post is now required on a full-time basis. To fund the additional costs it is proposed that a vacant 0.5 FTE Advanced Social Worker post in the Broxtowe, Gedling and Rushcliffe Physical Disability Team is dis-established and the short fall of approximately £2,000 p.a. will be funded by the Care Act funding.
7. The following posts were originally presented for approval on a temporary basis across a number of Committee reports, and further to review approval for funding on a permanent basis is now requested:
- **Younger Adults' Team Manager**, 1 FTE post (Band D) at a cost of £54,476 p.a. This post was set up to work on a countywide basis in order to respond to pressures in services for younger adults, and to support the introduction of new ways of working. The post has worked well and has provided much needed additional management capacity for the service. Analysis has shown that the significant increasing demand for complex assessments requiring management oversight, such as safeguarding, is continuing. This is in addition to a sustained high volume of transformational work that requires changes in the way operational teams work to deliver existing savings targets across younger adults' services. The post is therefore required on a permanent basis with effect from 1st April 2017
 - **Community Care Officer, Mansfield and Ashfield**, 1 FTE (Grade 5) at a cost of £31,952 p.a. with effect from 1st April 2017. This is one of two posts created on a temporary basis to meet increasing high levels of demand in this locality. Due to the continuing increase in referrals, one post is required on a permanent basis, in order to avoid people having to wait for assessments.
 - **Community Care Officer, Newark and Bassetlaw**, 1 FTE (Grade 5) at a cost of £31,952 p.a. with effect from 1st April 2017. This post is required to enable social care to engage in the decision-making process as to whether a person is eligible for part or full funding of their care package from health, through the Continuing Health Care (CHC) assessment process. Due to the increasing high numbers of assessments required, the temporary post has enabled sufficient capacity for social care to attend assessment meetings. This has increased the number of people appropriately receiving CHC funding and it is therefore recommended that the post is established on a permanent basis.
 - **Assistive Technology Manager**, 1 FTE post, (Band D) at a cost of £54,476 p.a. with effect from 1st April 2017
 - **Assistive Technology Advisor**, 1 FTE post, (Grade 4) at a cost of £27,055 p.a. with effect from 1st April 2017

These two posts manage the various components that deliver the Council's Assistive Technology service. Without the posts, the Council would not be able to provide technology to support people to live as independently as possible, avoiding the need for more costly forms of support. This includes a range of monitors and sensors that can detect people's movements and if they detect potential danger, send an alarm to a carer or call centre to enable a response. To date the posts have been funded on a temporary basis as they have been linked to savings proposals. Assistive Technology is now a core part of the Adult Social Care Strategy and the Council's social care offer and therefore funding is requested on a permanent basis.

- **Advanced Social Work Practitioner (Newark)**, 0.5 FTE post (Band C) at a cost of £25,390 p.a. with effect from 1st April 2017
- **Advanced Social Work Practitioner (Bassetlaw Hospital)**, 0.5 FTE post, (Band C) at a cost of £25,390 p.a. with effect from 1st April 2017
- **Advanced Social Work Practitioner (Newark Hospital)**, 1 FTE post, (Band C) – this post is to be established as a result of the dis-establishment of 1 FTE Social Worker post with a net additional cost of £5,000 p.a., with effect from 1st April 2017.
- **Advanced Social Work Practitioner (Bassetlaw Older Adults)**, 1 FTE post (Band C) at a cost of £50,780 p.a. with effect from 1st April 2017

One full-time and two part-time Advanced Social Work Practitioner posts were established in order to strengthen management capacity relevant to additional posts recruited to in order to manage the increased work resulting from the Care Act, including the growing demand for complex assessments, case work and safeguarding referrals in older people services. A review of reporting responsibilities has confirmed that these are required on a permanent basis. It is also necessary to convert one social worker post permanently into a senior practitioner post for the same reason.

- **Advanced Social Work Practitioner (King's Mill Hospital)**, 1 FTE post (Band C) at a cost of £50,780 p.a. with effect from 1st April 2017
- **Community Care Officer**, 1 FTE post (Grade 5) at a cost of £31,952 p.a. with effect from 1st April 2017

These two social care posts support the discharge of people over the weekend at King's Mill Hospital. The benefits of the posts in supporting and expediting discharges has been evidenced and are now part of the regular pattern of services. The posts are funded by Health.

8. The following posts were originally presented for approval across a number of Committee reports, and further to review approval for an extension to the current contract is now requested:

- **Countywide Reviewing Team Manager**, 1 FTE post (Band D), at a cost of £54,476 p.a. This post is required to support the work of the reviewing teams and to manage the additional 7 FTE temporary Community Care Officers outlined in **paragraph 4**. In

addition to this the post has lead responsibility for social work recruitment and oversight of the supply register. Approval is requested for the post to be extended to 31st March 2018.

- **Business Support Officer (Social Work recruitment)**, 1 FTE post (Grade 3) for a 3 month period and then 0.5 FTE post for a 12 month period, at a cost of £17,114 in total. This post supports the work mentioned above in relation to a department-wide approach to the recruitment of social work staff and the maintenance of the supply register for social care staff. Approval is requested for the 1 FTE post to be extended from 1st January to 31st March 2017, and the 0.5 FTE post to be extended to 31st March 2018, with effect from 1st April 2017.
- **Commissioning Officer, Multi-Agency Safeguarding Hub**, 1 FTE post (Band C) at a cost of £50,780 p.a. Adult safeguarding continues to be an area of increased demand and requires targeted service development. As a result of the new statutory duty in the Care Act regarding adult safeguarding, including the widening definitions of safeguarding to include self-neglect, and controlling and coercive behaviour and due to the continuing increased awareness of safeguarding issues, there is a significant amount of strategic work required to enhance the department's response to adult safeguarding matters. Approval is requested for the post to be extended to 31st March 2020, with effect from 1st April 2017.
- **Extra Care Project Manager**, 1 FTE post (Band B) at a cost of £44,634 p.a. This post is required to continue to support the development of Extra Care housing across the County. Temporary resources provided by the corporate Programmes and Projects Team have now ceased, but the work programme to develop Extra Care as a cost effective alternative to residential care continues into 2018/19. Extra Care is a major part of the Living At Home savings project, which is on track to meet £927,000 of its overall savings target of £952,000 between 2015/16 and 2016/17, with the remaining £25,000 to be delivered in 2018/19. Approval is requested for this post to be funded until 31st March 2018.
- **Deprivation of Liberty Safeguards (DoLS) Strategic Development Manager**, 1 FTE post (Band D) at a cost of £54,476 p.a. As the Committee will be aware from regular update reports, there is an ongoing programme of work to manage the increased number of referrals, assessments and reviews required in relation to DoLS. Further changes to the DoLS service are likely following the outcome of the review of DoLS legislation by the Law Commission. This was expected to be announced in December 2016, prior to going forward for parliamentary approval, but has been delayed and is now expected later in 2017. Approval is requested for this post to be extended to 31st March 2018.

Occupational Therapy (OT) Service

9. Temporary funding has been approved across a number of Committee reports for aspects of the Occupational Therapy service. Following review the following temporary posts are requested to be extended or established:

- **Principal Occupational Therapy post**, 1 FTE post for two years at a cost of £54,476 p.a (Band D, pending job evaluation). The post will take a strategic lead for the

development of the Occupational Therapy Service moving the service forward in the context of the Adult Social Care Strategy and integrated ways of working with health and district councils. The role will also develop a quality assurance system, career progression policy and workforce plan for OTs, as well as identify and manage new ways of making the service more efficient or contributing to savings through the prevention agenda.

The establishment of this post is recommended following review of the work required with the existing temporary Occupational Therapy Project Manager post ending in March 2017 and combines aspects of work that require picking up from this role with new areas of need. Once this initial work is completed the aim is for the permanent Principal Social Worker role to be able to maintain the relevant aspects of the work on an on-going basis. Approval is requested to establish this post until 31st March 2019, with effect from 1st April 2017.

- **Temporary Occupational Therapy posts**, 3 FTE posts, (Band B) at a total cost (including on-costs) of £133,903. These posts have been working on implementing a project which safely uses equipment that enables one member of home care staff to manage transferring people rather than two. Full year effect savings of £371,230 have been achieved through reviews undertaken between January and November 2016. In addition, there has been cost-avoidance from prevention cases. Three of the 3.5 temporary posts require extending to complete the reviews and enable learning to be embedded as mainstream practice across social care and provider agencies. Approval is requested for these posts to be extended to 31st March 2018, from 1st April 2017.

10. In addition to the posts listed above, 1 FTE supernumerary Occupational Therapist post (Band C) is required at a cost of £50,780 p.a. This post is required due to a complex HR issue and is requested until 31st March 2018, with effect from 1st April 2017.

Establishment of care staff to support prisoners with social care needs

11. The Care Act 2014 places responsibility for the assessment of social care needs in the prison population with the local authority where the prison is situated. This responsibility also includes the delivery of care to meet that need. This responsibility became a statutory duty from April 2015.
12. This report has already referred to the Senior Practitioner post with responsibility for prisons in **paragraph 4**. The Council has responsibility for 3 prisons: HMP Whatton, HMP Lowdham Grange and HMP Ranby with capacity to house 2,799 prisoners across the 3 sites. The Senior Practitioner post has been responsible for assessing the needs of prisoners whilst in custody and when due for release and ensuring services are provided for those who are assessed as having eligible needs. This has also required overseeing and working with Occupational Therapists and the Adult Deaf and Visual Impairment Service, including developing appropriate risk assessments and training.
13. The post holder has also been responsible for providing information and training to prisoners, prison staff and healthcare staff with regards to social care and the national eligibility criteria, as well as developing effective referral processes.

14. Work has been undertaken to establish effective strategic and working relationships with prison and healthcare staff at each site, and to liaise with the Carers Federation who deliver the Social Care Advocates scheme (prisoners who support other prisoners with low level social care needs) at HMP Whatton. The post holder is required to attend appropriate meetings within the prison and to represent the Council at local and national events around social work in prisons, including the ADASS Care and Justice Network.
15. The Senior Practitioner also works closely with Offender Management and Probation services, and provides reports to inform the parole board and other appropriate agencies in complex cases with high levels of risk. The role also involves the need to liaise closely with other local authorities when prisoners are being moved or released across council boundaries.
16. The Committee is also asked to approve the establishment of 4 FTE Care Assistant posts (Grade 2) (Living Wage Allowance payable) for 18 months to provide support and re-ablement to prisoners at HMP Lowdham Grange and HMP Ranby. Prior to the Care Act these requirements for ad-hoc support has been provided by prison staff, prisoner peers and healthcare staff.
17. The care staff will be based from the Council's Care and Support Centres for 18 months from 1st April 2017 to 31st October 2018. In line with the Adult Social Care Strategy, the staff will be trained to provide re-ablement support. They will only provide care and support in prisons when required. At all other times they will work in the Care and Support Centres to provide re-ablement to individuals placed for short-term assessment. This will enhance the service already in place and also reduce the need for agency staff.
18. The total cost of the temporary posts will be £108,000 and this will also be funded from the Care Act funding.

Integrated Personal Commissioning – post to be hosted by the County Council

19. Within the Sustainability and Transformation Plan (STP), Nottinghamshire was successful in a bid to become an early adopter of Integrated Personal Commissioning (IPC). IPC is one of the pillars of the Five Year Forward View. It supports the improvement, integration and personalisation of services, building on learning from personal budgets in social care and driving bold expansion plans for personal health budgets.
20. IPC will be adopted as the operating model for people with complex needs across health and social care in Nottinghamshire. It requires health and social care to introduce IPC at pace and scale, cohort by cohort – with goals to scale personalised care planning to 1% of the population, and personal budgets with NHS funding to a minimum 1 in a 1000 by March 2018.
21. A Project Manager has been appointed on behalf of Mid-Nottinghamshire and Greater Nottingham planning units. A 1 FTE Project Officer (Band B) is required to support the Project Manager to undertake tasks to deliver and drive this project forward. It is proposed that the Project Officer is hosted by Nottinghamshire County Council to support this partnership working for a period of 12 months from the date of appointment. This

post will be funded by the grant provided for the implementation of the IPC and held by Rushcliffe Clinical Commissioning Group (CCG).

22. Approval is requested for 1 FTE Project Officer post to be hosted by the Council, for 12 months from the appointment date. The cost of the post is £46,882 p.a., (with costs for a computer and phone included) and will be met in full by the IPC grant held by Rushcliffe CCG.

Other Options Considered

23. The posts listed in the report have all been subject to consideration and review by Senior and Group Managers within the department in terms of whether they are still required, whether a contract extension is sufficient to meet the current and predicted need, or whether they are now required on a permanent basis. As a result of this review process it has been agreed to remove some temporary posts, where the work can be taken forward by existing staff or where need for the post no longer exists.

Reason/s for Recommendation/s

24. The Committee is asked to approve the posts in the report as the review undertaken in the department has indicated that they are required to undertake essential and statutory duties, as well as transformational work needed to support implementation of the Adult Social Care Strategy and savings and efficiencies.

Statutory and Policy Implications

25. 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 services), the public sector equality duty, safeguarding of children and adults at risk, 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.

Financial Implications

26. The funding provided to the Council to support the implementation of the Care Act was £4.43m. The posts will be funded from this with the exception of the posts that are funded by Health and an external grant (Advanced Social Work Practitioner and Community Care Officer, King's Mill Hospital, and Project Officer, Integrated Personal Commissioning).

Human Resources Implications (SJ 11/01/17)

27. The implications are identified alongside information about the specific posts, where applicable.
28. Comments also received from Unison: 'Unison agrees with making so many posts in this report permanent. We would ask the committee to also consider making the 7 CCO posts in point 5 permanent, or at least a longer fixed term contract to the one proposed given the volume of the work needed to be undertaken in this role. We would also like to

acknowledge the difficult circumstances that exist in our department at the moment and appreciate that the authority are trying to provide a quality service with a reduced budget and increasing demands on social care, with no end in sight.’

Safeguarding of Children and Adults at Risk Implications

29. A number of the posts requested for approval have duties relating to the safeguarding of adults, which became a statutory duty for local authorities in the Care Act 2014.

Implications for Service Users

30. The posts requested for approval are all required to fulfil statutory duties or to support the transformation of service delivery and achieve the required savings.

RECOMMENDATION/S

- 1) That the Committee approves the posts identified in the report, and summarised in brief in the table below.

Post	Cost	Number and status of post	Extension date or permanent
Senior Practitioner in Adult Care Financial Services	£50,780 p.a.	1 FTE	Permanent
Direct Payments Auditor Posts in Adult Care Financial Services	£54,111 p.a.	2 FTE	Permanent
Senior Practitioner with responsibility for prisons in Nottinghamshire	£50,780 p.a.	1 FTE	Permanent
Strategic Commissioning Officer	£50,780 p.a.	1 FTE	Permanent
Community Care Officers in the county wide reviewing teams	£223,661 p.a.	7 FTE	Temporary to 31 st March 2018
Social Worker (Care and Support Centres)	£44,634 p.a.	1 FTE	Temporary to 31 st March 2018
Team Manager, Gedling Community Mental Health Team	£2,000 p.a.	1 FTE (currently 0.5 FTE – to be made 1 FTE through dis-establishment of 0.5 FTE Advanced Social Work Practitioner post)	Permanent
Younger Adults’ Team Manager	£54,476 p.a.	1 FTE	Permanent
Community Care Officer, Mansfield and Ashfield	£31,952 p.a.	1 FTE	Permanent
Community Care Officer, Newark and Bassetlaw	£31,952 p.a.	1 FTE	Permanent
Assistive Technology Manager	£54,476 p.a.	1 FTE	Permanent
Assistive Technology Advisor	£27,055 p.a.	1 FTE	Permanent
Advanced Social Work Practitioner (Newark)	£25,390 p.a.	0.5 FTE	Permanent

Advanced Social Work Practitioner (Bassetlaw Hospital)	£25,390 p.a.	0.5 FTE	Permanent
Advanced Social Work Practitioner (Bassetlaw Older Adults)	£50,780 p.a.	1 FTE	Permanent
Advanced Social Work Practitioner (Newark Hospital)	£5,000 p.a.	1 FTE (post established following dis-establishment of 1 FTE Social Worker post)	Permanent
Advanced Social Work Practitioner (King's Mill Hospital)	£50,780 p.a. (funded by Health)	1 FTE	Permanent
Community Care Officer	£31,952 p.a. (funded by Health)	1 FTE	Permanent
Countywide Reviewing Team Manager	£54,476 p.a.	1 FTE	Temporary to 31 st March 2018
Business Support Officer (social work recruitment)	£17,114 (total)	0.5 FTE (plus 3 months at 1 FTE)	Temporary to 31 st March 2018
Commissioning Officer, Multi-Agency Safeguarding Hub	£50,780 p.a.	1 FTE	Temporary to 31 st March 2020
Extra Care Project Manager	£44,634 p.a.	1 FTE	Temporary to 31 st March 2018
DoLS Strategic Development Manager	£54,476 p.a.	1 FTE	Temporary to 31 st March 2018
Principal Occupational Therapy post	£54,476 p.a.	1 FTE	Temporary to 31 st March 2019
Occupational Therapy posts	£133,903 (total)	3 FTE	Temporary to 31 st March 2018
Supernumerary Occupational Therapist post	£50,780 p.a.	1 FTE	Temporary to 31 st March 2018
Care Assistant posts	£108,000 (total)	4 FTE	Temporary to 31 st October 2018
Project Officer, Integrated Personal Commissioning (IPC)	£46,882 p.a. (funded by IPC grant)	1 FTE	Temporary for 12 months from date of appointment

David Pearson CBE
Corporate Director, Adult Social Care, Health and Public Protection

For any enquiries about this report please contact:

Jennie Kennington
Senior Executive Officer
T: 0117 9774141
E: jennie.kennington@nottsc.gov.uk

Constitutional Comments (LM 25/01/17)

31. The recommendations in the report fall within the Terms of Reference of the Adult Social Care and Health Committee.

Financial Comments (KAS 11/01/17)

32. The financial implications are contained within paragraph 26 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.

Care Act 2014 – extension of essential posts – report to Adult Social Care and Health Committee on 18 April 2016.

Electoral Division(s) and Member(s) Affected

All.

ASCH451