



10 September 2018

Agenda Item: 7

**REPORT OF THE DEPUTY CORPORATE DIRECTOR, ADULT SOCIAL CARE
AND HEALTH**

**ADULT SOCIAL CARE AND HEALTH – CHANGES TO THE STAFFING
ESTABLISHMENT**

Purpose of the Report

1. The report seeks approval for changes required to the staffing establishment in Adult Social Care and Health to meet the legal responsibilities of the Council.

Information

2. The posts in the report, covered in **paragraphs 3 to 17**, are required to meet operational needs and requirements, and to achieve projected savings. Funding for these posts is detailed in each individual section.

County-wide Reviewing Team - Adults aged 18-64

3. This team was established to review packages of care following the success of a similar project in Adults aged 65+. As part of this 2 FTE Occupational Therapist and 1 FTE Physiotherapist posts were established to promote independence using interventions that prevent and delay the need for funded social care, this can include: specialist equipment, assistive technology and adaptations.

4. To date this project has released the following savings:

2017-18

In Year Savings – £5,737

Full Year Savings – £179,129

2018 -19

In Year Savings – £96,550

Full Year Savings – £112,821

5. This report is requesting the disestablishment of the following Physiotherapist post, within the Adults aged 18-64 Reviewing Team, approved by Committee in September 2017:

- 1 fte Physiotherapist (Band B) post – 1 year, at an annual cost of £46,845 (including on-costs)
6. The reason for this change is that recruitment to the Physiotherapist post has proved unsuccessful. Further, a number of cases have been identified by the Review Teams which require the involvement of an Occupational Therapist (OT), and as a consequence a waiting list for referrals has developed.
 7. Therefore this report is requesting that 1 of the current 2 FTE Occupational Therapist (Band B) posts within this Reviewing Team is extended from March 2019 to March 2020. The extension of this post for a further year will ensure sufficient capacity to undertake the referrals and realise the required savings.
 8. It is proposed that the extension of the OT post is funded from the disestablishment of the Physiotherapist post. Additionally, the Council will benefit from the OT review work, that will prevent, delay or reduce the need for social care and improve capacity within the homecare service.

Countywide Reviewing Team – Adults aged 65+

9. The expansion of the countywide reviewing teams has meant that the three existing Team Managers each have 15 members of staff that directly report to them. The report requests approval for three Team Leader posts to be temporarily established to support the Team Managers in providing supervision and day to day operational support to the Reviewing Officers and Social Care Assistants within each of the teams.
10. It is proposed that these posts are funded from the temporary conversion of 2.4 FTE Grade 5 Community Care Officer posts in the Adults aged 65+ Review Teams and the disestablishment of 1.2 FTE temporary Grade 5 Reviewing Officers posts in the Adults aged 18-64 Reviewing Team. The Team Leader posts will only be required whilst additional temporary practitioner posts exist in the teams to support the Team Managers as described above, therefore approval is sought to temporarily amend the establishment until 2020 when the team reverts to its original establishment.
11. This report is proposing the following temporary changes to the staffing establishment, which will be cost neutral:
 - establishment of 3 FTE Team Leader (Band A) posts, one in each of the review teams, to March 2020
 - temporary disestablishment, until March 2020, of 2.4 FTE permanent Community Care Officer (Grade 5) posts in the Adults aged 65+ Review Teams
 - disestablishment of 1.2 FTE temporary Reviewing Officer (Grade 5) posts, funded until March 2020 from the Improved Better Care Fund (iBCF), in the Adults aged 18-64 Reviewing Team.

Data Input Team – additional temporary posts

12. The Countywide Data Input Team (DIT) was established in 2013 to commission the cost of care and support packages. The purpose of the team was to enable the Council to monitor financial commitments to enable robust budget monitoring and forecasting. An additional

benefit of DIT has been the releasing of time for front line social care staff to undertake their social care activities including assessing the needs of service users and carers, reviewing packages of care and undertaking safeguarding activities.

13. The Data Input Team has seen a 42% increase in the volume of work received in relation to commissioning between April and July 2018. During this period the team has been implementing the new Home Based Care contracts and processes.
14. The team has been working with a significant backlog and has seen a significant increase in daily volume of requests from social work teams. Care packages waiting to be commissioned affect the Council's ability to accurately monitor and forecast financial commitment including income generating payments. In addition to the daily intake of commissioning there are numerous periodic and one-off requests relating to re-commissioning and data accuracy which can be of high volume.
15. It is proposed to temporarily increase the DIT staffing establishment by a further 6 FTE (Grade 3) posts to 30th September 2019 at an annual cost of £122,787 including on costs, to aid the increase in work and to cover further changes to processes and contracts anticipated over the coming year. The posts will also assist the financial year end work.

The Council's Reablement Service

16. The Department has plans to build on its successful Reablement service and has already started to implement a major transformation project to deliver additional capacity and efficiencies within the service, including a therapy led approach. To support this transformation, in March 2018 the Committee approved the creation of a fixed term Reablement Service Manager (Band E) post funded from April 2018 to March 2020 pending job evaluation. Following job evaluation, it has been determined that this role should be a Band F Group Manager role. It is therefore proposed to disestablish the fixed term Service Manager vacancy approved by Committee in March 2018 and instead establish a new time-limited Reablement Group Manager (Band F) role.
17. The proposed fixed term Reablement Group Manager role will lead the transformation to the Reablement service. They will be responsible for developing a culture of continuous improvement within the service and embedding a new operating model across the county before transfer of the service back to the existing Group Managers from April 2020.

Other Options Considered

18. Continued recruitment to a Physiotherapist post was considered, however this has so far proved unsuccessful as there is a national shortage of physiotherapists. The extension of the contract for 1 of the existing Occupational Therapists would realise the required savings.
19. Consideration has been given to identifying and training staff from other teams to assist the Data Input Team. However, in the past this has resulted in these staff not being able to complete their business as usual tasks and the volume of packages that they are able to commission and input has been minimal. Further, due to the training required and the complexity of the commissioning episode on Mosaic, the staff from other teams are not able to complete all the tasks required.

20. Consideration was given to the recruitment of additional Social Worker posts to manage the Reviewing Officers and Social Care Assistants within the County Reviewing Teams. However, the Team Leader post would be a more cost effective option and would at the same time provide developmental opportunities for current staff wishing to pursue career progression.
21. Consideration has been given to how best to embed a new operating model across the Council's Reablement service. As identified in a report to Committee in March 2018 'Promoting Independence Interventions', which will generate savings of £12.751m over 2018/19 to 2020/21, includes short term interventions such as reablement. The Council needs to deliver a major change programme consistently across the Reablement service to drive continuous improvement. Job evaluation has determined that this role should be a Group Manager role.

Reason/s for Recommendation/s

22. Without additional Occupational Therapy capacity in the Adults aged 18-64 Reviewing Team the referrals waiting for an OT assessment would need to be picked up by OTs in the district teams. These would not be given priority over other cases that are urgent or have more immediate risks; this would delay the potential to release further savings. The OT would support the Double to Single Project within Adults aged 18-64, which would release further potential savings.
23. A temporary increase to the DIT staffing establishment by a further 6 FTE (Grade 3) posts will address the backlog and ensure that the Council is able to accurately report the financial commitments in adult social care.
24. The recruitment of temporary Team Leaders to the Reviewing Teams will ensure adequate supervision would be in place for Reviewing Officers and Social Care Assistants and will reduce the demands on Team Managers, assuring quality and adequate professional supervision to teams which deliver significant levels of saving through reviewing complex packages of care. As mentioned in paragraph 3, the Team Leader posts will only be required whilst additional temporary posts exist in the teams to support Team Managers as described above, therefore approval is sought to temporarily amend the establishment until 2020 when the team will revert to its original establishment.
25. The creation of a new temporary Reablement Group Manager post is crucial to delivering the transformation and in year savings required.

Statutory and Policy Implications

26. 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.

Data Protection and Information Governance

27. The data protection and information governance requirements for each of the savings projects is being considered on a case by case basis and Data Protection Impact Assessments will be completed wherever necessary.

Financial Implications

28. Adults aged 18-64 Reviewing Team: the extension of 1 FTE OT (Band B) post from March 2019 to March 2020 will be cost neutral and can be funded within existing resources by disestablishing the 1 FTE Physiotherapist (Band B) post. (This post is reserves funded)
29. Data Input Team: the introduction of a further 6 FTE temporary DIT (Grade 3) posts will be funded from departmental reserves. Costs for these posts would be £122,787 p.a. (including on costs).
30. The funding approved by Committee in March 2018 for a 2 year Reablement Service Manager (Band E) post (April 2018 to March 2020) is sufficient to cover the cost of the proposed alternative Group Manager for Reablement (Band F) role (October 2018 to March 2020) without the need for Committee to approve any additional funding.
31. Countywide Review Team: the establishment of 3 FTE Team Leader (Band A) posts will be funded in full, until March 2020, from the temporary conversion of 2.4 FTE Community Care Officer (Grade 5) posts in the Adults aged 65+ Review Teams and the disestablishment of 1.2 FTE iBCF-funded temporary Reviewing Officer (Grade 5) posts in the Adults aged 18-64 Reviewing Team.

Human Resources Implications

32. The recruitment of fixed term Data Input Team posts would be more cost effective than the use of locum or agency staff.
33. The posts will be recruited to using the County Council's recruitment procedures.

Smarter Working Implications

34. Existing equipment, mobile working and office accommodation would be utilised for the extension of the 1 FTE Occupational Therapist and the 3 FTE Team Leader posts.
35. Existing equipment, mobile working and office accommodation would be utilised for the 3 FTE Team Leader posts.
36. The 6 FTE DIT posts will need appropriate equipment and flexible use of existing office accommodation.

Implications for Service Users

37. Extension of a current 1 FTE Occupational Therapist post: the current backlog of referrals for an OT assessment will be completed, which means service users will be assessed and,

where applicable, have access to specialist equipment, assistive technology and adaptations.

38. Increased capacity within the Data Input Team: by addressing the existing backlog this will ensure that commissioning is accurate in Mosaic and will enable service users to have their financial contribution assessed in a more timely manner.

RECOMMENDATION/S

That Committee approves the following changes to the staffing establishment in Adult Social Care and Health:

- 1) The extension of 1 of the current 2 FTE Occupational Therapist (Band B) posts for 12 months to March 2020, which will be fully funded by the disestablishment of 1 FTE temporary reserve funded Physiotherapist (Band B) post for 1 year.
- 2) Establishment of 6 FTE temporary Data Input Team (Grade 3) posts until 30th September 2019 funded from reserves.
- 3) The establishment of 3 FTE temporary Team Leader posts (Band A) one in each of the review teams, until March 2020, which will be fully funded by the temporary disestablishment, until March 2020, of 2.4 FTE permanent Community Care Officer (Grade 5) posts in the Adults aged 65+ Review Teams and the disestablishment of 1.2 FTE temporary Reviewing Officer (Grade 5) posts, funded until March 2020 from Improved Better Care Fund (IBCF), in the Adults aged 18-64 Reviewing Team
- 4) Disestablishment of the 1 FTE Reablement Service Manager (Band E) vacant post approved by Committee in March 2018 and establishment of 1 FTE temporary Group Manager for Reablement (Band F) post from October 2018 to March 2020.

Paul McKay

Deputy Corporate Director, Adult Social Care and Health

For any enquiries about this report please contact:

Kathy Ross

Project Manager

T: 0115 97 75716

E: kathy.ross@nottscc.gov.uk

Constitutional Comments (AK 23/08/18)

39. The recommendation falls within the remit of the ASCPH Committee by virtue of the terms of reference.

Financial Comments (CT 07/08/18)

40. The financial implications are contained within paragraphs 28 to 31 of the report.

HR Comments (SJJ 22/08/18)

41. Any HR implications are implicit in paragraphs 32 & 33, in addition posts that are to be disestablished are currently vacant.

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.

Staffing Capacity to Support Current Demands and Responsibilities in Adult Social Care - report to Adult Social Care and Health Committee on 6th February 2017

Proposals for the use of the improved Better Care Fund – report to Adult Social Care and Public Health Committee on 10th July 2017

Supporting the Delivery and Expansion of Assessments and Reviews – report to Adult Social Care and Public Health Committee on 11th September 2017

Assessment and Advice provided by external savings partner Newton to support savings programme – report to Adult Social Care and Public Health Committee on 12th March 2018

Electoral Division(s) and Member(s) Affected

All.

ASCPH576 final