

Report of Deputy Director, Social Work & Social Care Services

Report to Director of Adults & Health

Date: 30th August 2017

Subject: Creation of additional posts at the South Leeds Independence Centre, (SLIC) and Suffolk Court Recovery Service.

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Beeston & Holbeck (SLIC), Otley & Yeadon (Suffolk Court)		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number: Appendix number:		

Summary of main issues

In May 2017 Leeds City Council, formed an Alliance with Leeds Teaching Hospital NHS Trust (LTHT) and Leeds Community Healthcare NHS Trust (LCHT) in preparation to bid for the provision of a Community Beds Service commissioned on behalf of the NHS Leeds South & East Clinical Commissioning Group (CCG).

Following the submission of the Alliance's response to this procurement and the conclusion of the evaluation process, the Alliance have been successful in the bid to provide 72 nursing beds across two sites.

As part of a whole system approach to the delivery of health and social care to older people the CCGs have committed to supporting and funding 32 nursing beds at Suffolk Court and 40 nursing beds at SLIC commencing service delivery from 1st November 2017.

The Community Beds Service will provide care homes with nursing as described above at SLIC and Suffolk Court. The service will focus on promoting independence by offering nursing and therapeutic interventions to support each person to fulfil their maximum potential. This in turn should contribute to the prevention of admissions to long term residential/nursing care and/or unnecessary hospital admissions and support people to live at home longer.

Both services will offer an enhanced staffing compliment that is over and above the current staffing structures. There will be an ability to provide a very flexible service to support a range of people who require therapeutic and 24 hours nursing interventions to support their recovery prior to going home.

The proposed staffing structure for SLIC and Suffolk Court will be as follows:

Registered Manager

Qualified Nurses, Occupational Therapists and Physiotherapists

Deputy Manager

Assistant Managers

Community Engagement Worker

Night Support Workers

Day Support Workers

Receptionist and Administrator

Ancillary staff

The services will require the creation of a range of additional posts and an increase in front line support worker hours to ensure they offer good quality support and meet the requirements of the both the CCG's as the commissioners and funders and the Care Quality Commission as the regulators.

Recommendations

The Director, Adults & Health is asked to approve the creation of the following additional posts and hours to the staffing structure at SLIC and Suffolk Court which will be funded from income from the CCGs as part of the Community Care Beds Service.

- 2 x A1/A3 Receptionist
- 1 x A1/A3 Administrator
- 2 x C1 Community Engagement Worker
- 4 X C1 Assistant Managers
- 1 x SO1 Deputy Manager
- 83.64 hrs Night Care Assistant hours
- 50.32 hrs Day Care Assistant hours

The decision will be implemented by the Head of Service; Care Delivery once the decision has been approved.

1. Purpose of this report

1.1.1 To seek approval for additional posts and hours to be added to the staffing structure at SLIC and Suffolk Court which will support the successful delivery of the new Community Care Beds Service.

2. Background information

2.1 The Council currently manages Suffolk Court which is a 40 bedded service in Yeadon. It offers a permanent home for 7 customers, 29 short stay intermediate care beds to facilitate early discharge from hospital and aim to prevent admission into hospital in addition to offering up to 4 short break beds.

2.2 The Council also works in partnership with LCHT at the SLIC in Beeston to offer a 40 bedded service. This service offers 30 intermediate care nursing beds and 10 intermediate care residential beds. LCHT are the lead provider and employ the nursing and therapy staff whilst the Council employ the support staff.

2.3 The Council has now been successful as part of the Alliance to provide a Community Beds Service with nursing at SLIC and Suffolk Court which will be funded at £1k per bed per week for a period of 5 years.

2.4 Being successful in the bid for 72 beds across the 2 services will also mean that the 7 permanent customers at Suffolk Court can remain in the comfort of their own home with the same familiar staff supporting them

2.5 The staff teams will work with all the customers and their family carers to develop their own support/recovery plan. Customers will be supported to identify their strengths, working towards building resilience and a fulfilling life, taking into account their wishes, aspirations and goals.

2.6 Over and above the care home with nursing offer, there will also be a range of other services on each site which will include:

- Information and Signposting Service
- Carer support
Support for people in maintaining links with their local community and to foster development of new social networks
- Assistive and Health technology demonstrator room where environmental assessments can determine if any equipment and/or adaptations are required
- Community space/multi-functional rooms

3. Main Issues

- 3.1 Both services at the SLIC and Suffolk Court will operate with the Council as lead provider offering care homes with nursing. The nursing and therapy staff will be provided by LCHT who will provide clinical direction and supervision. The occupational therapists will be provided by the Councils Disability Service.
- 3.2 There will be a Registered Manager at each site who will have responsibility for the overall running of the service and ensuring that the service is delivered to the requirements of the service specification in addition to the Care Quality Commission standards.
- 3.3 The current Staffing at SLIC and Suffolk Court is as follows:

SLIC

Post	Grade	Full-time Equivalent
Facilities Manager	PO3	1.0
Day Support Workers	B1	15.60
Night Support Workers	B1	3.78
Receptionist	A1/A3	1.0
Ancillary Staff & Catering staff managed by Civic Enterprise Leeds	4.82 FTE	

Suffolk Court

Post	Grade	Full-time Equivalent
Manager	PO3	1.0
Deputy	SO1	1.0
Assistant Manager	C1	2.0
Day Support Workers	B1	12.48
Night Support Workers	B1	5.96
Ancillary staff & Catering staff managed by Civic Enterprise Leeds	4.2 FTE	

- 3.4 Historically the SLIC has only had a Facilities Manager on site to support the staff employed by the Council, therefore additional posts will be required to form a full management team for the new Community Beds Service.
- 3.5 Each service will have additional staff capacity to ensure it can support each customer to reach their optimum and return home wherever possible. The newly developed role of Community Engagement Worker is a dedicated person who will support links to local communities, signposting to third sector services and facilitate a smooth discharge. Where appropriate the worker will continue working with individuals for a period of time following discharge in relation to community engagement including peer support and befriending.
- 3.6 The Community Beds Service requires a greater level of administrative support and front facing reception hours than is currently provided for at the SLIC and Suffolk Court current establishment hours. This is due to the high volume of service throughput and increased customer, carer and professional contact. Therefore additional administrator and receptionist posts are requested.
- 3.7 The following posts and additional hours required at the SLIC and Suffolk Court will be funded from income from the CCG's:

SLIC

Job Title	Grade
Registered Manager increase from PO3	PO4
Deputy Manager	SO1
Assistant Manager x 3	C1
Community Engagement Worker	C1
Receptionist	A1/3
Care Assistant - decrease in B1 day x 32.56 hours	B1
Care Assistant - Increase in B1 nights x 82.14 hours	B1

Suffolk Court

Job Title	Grade
Registered Manager increase from PO3	PO4
Assistant Manager	C1
Community Engagement Worker	C1
Receptionist	A1/3
Administrator	A1/3
Care Assistant - 82.88 hours	B1
Care assistant Nights - 1.5 hours	B1

4.1 Consultation and Engagement

- 4.1.1 Discussions were held with staff and Trade Union colleagues at the point when the Council were given notice that the CCG's were re-tendering for the new Community Beds Service.
- 4.1.2 Staff and Trade Union colleagues were aware that the existing funding to the SLIC could be withdrawn and that the service could potentially be at risk.
- 4.1.3 Ongoing discussions have been held within the Strategic Trade Union and Routine Business meetings. Open discussions have been held about the Council forming an Alliance to bid for the work in relation to the re-tendering exercise for a Community Beds Service.
- 4.1.4 These discussions will continue as the new services are developed and the recruitment process commences.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 There is no specific equality, inclusion and diversity issues as there will be no employees put at risk throughout this process. The screening assessment is attached as Appendix 1 to this report.
- 4.2.2 There will be opportunities for the staff within the Care Delivery Service to apply for these additional posts and have opportunities for promotion.

4.2.3 Targeted recruitment in relation to attracting an apprentice to the receptionist and administrator roles will be considered.

4.3 Council policies and Best Council Plan

4.3.1 The proposals outlined in this report will help to deliver a number of crucial elements of the Adults & Health Better Lives Strategy by helping local people with care and support needs to enjoy better lives. With a focus on: promoting choice, helping people to stay living at home and joining up health and social care services.

4.3.2 These in turn supports the ambition for Leeds to be the Best City in the country. In addition the proposals will contribute to the achievement of the objectives set out in the city's Health and Wellbeing Plan: people will live full active and independent lives, people's quality of life will be improved by access to quality services.

4.4 Resources and value for money

4.4.1 The annual income from the CCGs to provide a Community Care Beds Service will be £3.74m per annum. Over the length of the contract this will total £18.7m.

4.4.2 The total cost for the new posts and additional hours is £372k, which will be funded from the income received from the CCGs.

4.5 Legal Implications, Access to Information and Call In

4.5.1 It is a requirement of the Council Constitution that advance notice of Key Decisions will be given in the List of Forthcoming Key Decisions. Paragraph Rule 2.6 of the Decision Making Procedure Rules details 'Special Urgency' procedures the decision is of such urgency that it cannot be deferred. The Chair of Scrutiny Board (Adults and Health) has agreed that the decisions required to give effect to the readiness to perform a contract on behalf of the Leeds CCGs are of: Special Urgency: and that they can be taken forthwith. The signed agreement is attached as Appendix 2 to this report. It should be noted that the decision has been declared as exempt from call in on the same basis.

4.5.2 There is a small risk in relation to the SLIC being over hours by 32.56 day care assistant hours over the revised staffing structure. This decrease in hours will be managed through opportunities for staff to transfer to vacant posts within other services and/or the offer to transfer to the additional night posts at the SLIC.

5. Conclusions

5.1 The additional posts and hours to the staffing structure at both the SLIC and Suffolk Court will provide a more efficient and effective service to deliver the outcomes as set out by Commissioners in the service specification for Community Care Beds.

6. Recommendations

6.0 The Director, Adults & Health is asked to approve the creation of the following additional posts and hours to the staffing structure at SLIC and Suffolk Court which will be funded from income from the CCGs as part of the Community Care Beds Service.

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7. Background documents¹

None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.