

Report of: Head of Service

Report to: The Director of Adults and Health

Date: 13 February 2019

Subject: Establishment of 6 temporary Social Work posts (PO1); 3 temporary Wellbeing Worker posts (C1); and 3 temporary Business Support (B1) posts

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. There is pressure from the CCG to improve the flow from the Community Care Beds, and internally within Adults and Health to help reduce waiting times for transition of people from reablement to ongoing home care provision
2. Additional registered, unregistered social work and business support capacity is required to improve the system flow out of Community Care Beds, reablement and to reduce the waiting times for social work assessment and review

Recommendations

1. Additional funding is available through the Winter Pressures funding for 18/19 and 19/20 to enable the recruitment of additional temporary staff
2. It is proposed that this 2 year funding stream is utilised to create 12 temporary additional posts (6 x PO1 registered Social Workers; 3 x C1 Wellbeing Workers; 3 x B1 Business Support Officers) and the associated IT/phones. The Social Workers and Wellbeing Workers will be recruited to by Adults and Health; the B1 posts will be recruited to by Shared Services

3. It is recommended that approval is given for the temporary (2 year fixed term contracts) funding of the above posts to create the capacity to embed changes to promote system flow

1. Purpose of this report

- 1.1 To recommend the utilisation of Winter Pressure 2 year funding to create 12 x temporary (2 year fixed term contracts) posts (6 x PO1 registered Social Workers; 3 x C1 Wellbeing Workers; 3 x B1 Business Support Officers) and the associated IT/phones. The Social Workers and Wellbeing Workers will be recruited to by Adults and Health; the B1 posts will be recruited to by Shared Services
- 1.2 These posts will provide additional capacity within the community social work teams to promote system flow out of the Community Care Beds, Reablement service and to reduce the waiting times for social work assessment and review.

2. Background information

- 2.1 The way in which social work teams operate has shifted to a Strengths Based Social Care approach over the past 3 years or so. This enables the teams to work in greater partnership with both the individual, their family/carers and their communities. This has required commitment within the teams to training and development in terms of the new approach, and in developing new processes, procedures and tools to enable the workers to work in a different way.
- 2.2 There has additionally been a requirement to realign the skills mix in these teams in relation to registered and unregistered workers, resulting in a number of vacancies being held in the social work teams, or these being filled on a temporary basis. This has had an impact on the efficiency of the teams over a long period
- 2.3 The Clinical Commissioning Group has requested dedicated social work staff to enable the outflow of people from Community Care Beds (CCBs) where they require ongoing home care support.

3. Main issues

- 3.1 As we are shifting to a new way of working, there have been some impacts on the efficiency of the social work teams. As we are embedding the use of Talking Points for those new to the service we are seeing an improvement in work flows, but there remain some delays for those people where the use of a community venue for conversations/assessments is not appropriate
- 3.2 Moving people on from CCBs, and in many cases from Reablement, are key in relation to the flow of the whole of the Leeds Health and Social Care system, and in the overwhelming majority of instances, the use of a Talking Point for these people is not appropriate.
- 3.3 In order to improve the system flow whilst delivering transformational change in the delivery of social work, it is necessary to create additional temporary capacity in the social work teams. In the medium term, the implementation of the skills mix will enable the safe, effective and efficient delivery of social work, embedded in the

3x B1 Business Support	annual cost = £66, 441.51
3x C1 Wellbeing Workers	annual cost = £80, 919.93
6x PO1 Registered Social Workers	annual cost = £250, 999,28
	Total annual temporary staffing cost £398, 250.72

Strengths Based Social Care approach. Hence the request is for temporary (2 year fixed term contracts) workers, plus IT/phone costs. It is not envisaged that these posts will be required beyond the 2 years funding.

Plus additional IT and smartphone costs:

	Each	Total
12x laptops	813.86	9766.32
12x EV hand/headsets	23.89	286.68
9x smart phones	213.23	1919.07
9x smart phone installs	70.88	637.92
Total		£12,609.99

3.4 Once approval is given and the posts are established, recruitment will take place to all posts

3.5 Total funding requested: **£410, 860.71**

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 Discussed with Trade Unions at routine and strategic meetings

4.1.2 There is some risk of employment liability should anyone who is already working with ASC on a temporary basis be offered one of these posts. This has been discussed with HR, and, given the natural turnover rate within the community social work service, it is felt that this is manageable should such an instance occur.

4.2 Equality and diversity / cohesion and integration

4.2.1 The additional staff will enable a more timely response and further assist in the embedding of a more person centred approach to social work interventions

4.2.2 These staff will help to ensure a more integrated approach to the flow of people out of the (health commissioned) CCBs

4.3 Council policies and best council plan

4.3.1 Will assist in the delivery of the Council objectives

4.4 Resources and value for money

- 4.4.1 These posts will assist in the delivery of more timely interventions, and will further assist in the embedding of Strengths Based Social Care
- 4.4.2 Temporary workers represent better value for money than the use of agency staff

4.5 Legal implications, access to information, and call-in

- 4.5.1 As the total funding for the above posts and associated kit is in excess of £250K, this decision is subject to call in.
- 4.5.2 The use of a fixed term contract approach means employment liability is reduced.

4.6 Risk management

- 4.6.1 The employment of these 12 temporary workers will reduce the potential for people to remain in a CCB longer than they require. This will help to mitigate against the potential risks associated with a longer than necessary stay in an inpatient facility.

5. Conclusions

- 5.1 These additional temporary staff will enable the flow of people from CCBs and reablement, assisting in the system flow of the health and social care system in Leeds.
- 5.2 These staff will assist in the embedding of the SBSC approach across the teams by creating capacity amongst the permanent staff to focus on this
- 5.3 There will additionally be capacity to implement the realigned skills mix, ensuring a safe, effective and efficient social work service for the future.

6. Recommendations

Additional funding is available through the Winter Pressures funding for 18/19 and 19/20 to enable the recruitment of additional temporary staff

It is proposed that this 2 year funding stream is utilised to create 12 temporary additional posts (6 x PO1 registered Social Workers; 3 x C1 Wellbeing Workers; 3 x B1 Business Support Officers) and the associated IT/phones. The Social Workers and Wellbeing Workers will be recruited to by Adults and Health; the B1 posts will be recruited to by Shared Services

It is recommended that approval is given for the temporary (2 year fixed term contracts) funding of the above posts to create the capacity to embed changes to promote system flow

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.

