Bolton Council

Report to:	**EXECUTIVE MEMBER FOR ADULT SERVICES** **EXECUTIVE MEMBER FOR HUMAN RESOURSES ORGANISATIONAL DEVELOPMENT AND DIVERSITY**
Date:	**31 MARCH 2010**

Report of:	**DIRECTOR OF ADULT AND COMMUNITY SERVICES**	**Report No:**	
Contact Officer:	**Isabel Southern**	**Tele No:**	6982

Report Title:	**Social Work and Care Management Workforce Redesign** – Phase 1 Proposals

Non Confidential:	This report does **not** contain information which warrants its consideration in the absence of the press or members of the public

Recommendations:	The Executive Member for Adult Services is requested to agree the proposals within this report subject to approval from the Executive Member for Human Resources, Organisational Development and Diversity.

Decision:

Signed:

Leader / Executive Member	Monitoring Officer

Date:

SUMMARY OF REPORT:

This report presents details of the current Social Care Workforce, the impact of new legislation particularly Putting People First and proposes a redesign of the Social Care establishment.

The report provides detail of the financial and staffing implications; it also identifies the benefits and risks.

BACKGROUND INFORMATION:

1.0 BACKGROUND

1.1 The White Paper 'Our Health, Our Care, Our Say' (2006), Putting People First 2007 and more recently Putting People First – The Whole Story (2008) collectively set out the direction for Adult Social Care Services over the next 10 years.

1.2 The most significant impact on Adult Social Care is the requirement to make fundamental changes to the way individuals are assessed, reassessed and given a personal budget as well as the way services are commissioned, procured, managed and delivered. This will ensure individuals have better access to universal services, more choice and control in their lives and are supported and encouraged to lead their lives as independently as possible.

1.3 An essential component of this system is the workforce. It is therefore necessary to take the same strategic, long term approach to workforce planning, if Adult Social Care is to have the right people with the right skills, in the right places delivering a variety of proportionate interventions at the right time. Building flexibility into the workforce is essential, to ensure that it is fit for purpose during and beyond the period of reform. The need to provide value for money within significant financial constraints will also be designed into the final workforce structure.

1.4 Such radical change requires significant redesign of the whole social work and care management system, which is complex, multi-faceted and one which is required to manage competing demands and risk at Council, individual client and professional level. This also presents opportunities for increased integration with NHS partners and therefore added benefits for individuals.

2.0 CURRENT SITUATION

2.1 In 2008/09, Adult Social Care deleted 3.08 posts from the Older Adults and Disability Social Work Teams establishment, in order to achieve annual financial savings.
The approach was reactive – taking out vacancies wherever they were.

2.2 Currently Social Work teams are carrying 8 vacancies:
- 2 in Older Adults teams
- 2 in Disability teams
- 4 in FACS teams

Plus administrative posts not filled.

2.3 In addition, the outcome of Pay and Grading has resulted in a number of anomalies which need addressing. These require some immediate in year and recurring investment in staff costs. However, these are relatively small and short term in the context of achieving the overall, longer term efficiencies to be gained out of the Value for Money Review of Care Management and the new SDS system.

2.4 The Department also has ongoing workforce commitments it needs to meet in respect of its sponsored social work qualification programme. There is also a need to ensure that a suitably qualified and competent workforce exists to meet professional body requirements and government guidance.

2.5 The attached job description for the post of Community Assessment Officer (CAO) (see Job Description appendix 1 and where CAO's will work appendix 2) is intended to be the one that all unqualified staff in Social Work teams will move to. It has a proven track record having been established in the Adults Advice and Assessment Team now for over 4 years. Both qualified and unqualified staff across the whole Social Work service are signed up to the benefits of this role and work is underway to determine the ratio's of Social Workers/

CAO's that will be needed. Once this is communicated to all stake holders including the Unions, it will form the basis of further proposals to DMT and the Executive Member.

3.0   PROPOSALS

3.1   **Vacant posts**
It is recognised that within Social work teams there are roles and responsibilities that can be undertaken by 'competent professionals' who do not hold a Social work qualification, whilst retaining sufficient qualified staff to manage high risk complex work.
There are 9.47 grade 8 (qualified posts) which can be skill mixed.
It is proposed to replace with 2.6 grade 8 and 6.87 grade 7 staff.

3.2   **Staff in post**
It is proposed to convert 14.15 grade 6 posts to 14.15 grade 7 posts with the new job role of Community Assessment Officer.

3.3   **Vacancies not to be filled**
From the Social Work establishment It is proposed to delete:
- 0.75 grade 7 (non qualified)
- 0.40 grade 8 (qualified)
- 1.05 grade 3 (admin)

4.0   STAFFING SUMMARY

	GRADE	FTE	COST/ SAVING
Current Vacancies:			
Require permission to fill	7	1.00	£4,127
	8	2.60	£0
Conversions - Vacant	8 TO 7	6.40	-£25,822
Give Up	7	0.75	-£22,797
	8	0.40	-£14,638
	3	1.05	-£20,891
Other Savings			-£2,119
People In Post - Converted	6 TO 7	12.40	£24,413
TOTAL ESTIMATED SAVING			**-£57,727**

5.0   COSTINGS

Grade	Old Structure	Cost of Old Structure	New Structure	Cost of New Structure
Grade 8	9.47	£347,691	2.60	£95,514
Grade 7	0.00	£0	19.87	£649,411
Grade 6	14.15	£431,951	0.00	£0
Admin Post	1.05	£20,891	0.00	£0
Savings on Essential Car User				-£2,119
Total	**24.67**	**£800,533**	**22.47**	**£742,806**
Estimated Saving				**-£57,727**

6.0   RISK ASSESSMENT OF REDESIGN OF THE SOCIAL WORK ESTABLISHMENT

6.1   **Benefits of implementing these proposals: (not in priority order).**

There are significant benefits of this redesign – it will:-
- Address the anomalies of the outcome of Pay and Grading i.e. staff being graded at 6 or 7 undertaking similar work, with costs met from existing resources.
- Creates an immediate saving of £57,727
- Enables greater skill mixing and flexibility as post holders will be able to assess, and organise support plans as well as review.
- Makes 3/4 posts available for the redeployment of staff from the STAS/ EMI service.
- Ensures that performance targets are met especially NI 130
- Ensures that we are able to meet the demands of the SDS agenda
- Reduce waiting time for assessments, improves assessment planning and review targets
- Improves morale, reduces sickness and less threat of staff leaving
- Reduces the number of qualified staff

6.2   **Risks of not implementing these proposals: (not in priority order).**

- We will miss the opportunity to get efficiencies out of the system through greater use of skill mix.
- All Social work performance targets are severely threatened.
- Being unable to comply with statutory requirements.
- We miss the opportunity to Review service users and make efficiencies by reducing the cost of packages in a timely manner.
- Risk of being unable to meet the SDS target of 1500 by March 2010 and NI130 target of 3,300 by March 2011
- Increase in the negative impact on morale, sickness and retention levels of goodwill.

7.0   HUMAN RESOURCE IMPLICATIONS

7.1 The proposals outlined within this report will result in no detrimental impact on existing employee employment, pay or terms and conditions.

The proposal to convert grade 6 vacancies to Community Assessment Officers (Grade 7) will support the ongoing redeployment of 'at risk' Service Managers within the EMI and STAS service.   It is proposed that the posts will be ring fenced and advertised to the at risk staff in the first instance for priority interview with any remaining vacancies being advertised internally week commencing 15th February 2010.

7.2   Trade Unions are aware of and have been consulted on all of the proposals detailed within this report. Comments from this process have been incorporated into the proposals

7.3 All staff in post have been consulted on the proposal to move from their current Job Description on grade 6 to new Job Description - Community Assessment Officer on Grade 7. All staff are in favour.

8.0   COMMUNITY STRATEGY PRIORITIES/ADULT SERVICES OUTCOMES

The proposed changes to the workforce will help to further the Departments strategic priorities.

To make sure that people who need care get support that fits their personal needs, quickly and respectfully by specifically delivering these outcomes:

- Greater satisfaction levels amongst the general public, service users and carers.
- More carers receiving the support they deserve for the vital role they play.
- Quicker and more efficient processes for accessing support.
- Less money wasted in the care system through bureaucracy and lack of investment in infrastructure, and improved job satisfaction for care staff.

9.0   **RECOMMENDATIONS**

The Executive Member for Adult Services is requested to agree the proposals within this report subject to approval from the Executive Member for Human Resources,   Organisational Development and Diversity.