

## ROTHERHAM BOROUGH COUNCIL – REPORT TO CABINET MEMBER

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| 1. | <b>Meeting:</b>     | <b>Cabinet Member for Adult Social Care and Health</b>  |
| 2. | <b>Date:</b>        | <b>17 November 2014</b>                                 |
| 3. | <b>Title:</b>       | <b>Restructure of Enabling and Out of Hours Service</b> |
| 4. | <b>Directorate:</b> | <b>Neighbourhoods and Adult Services</b>                |

### 5. Summary

The purpose of this report is to set out a proposal for a restructure which brings together three strands of work: social work out of hours service, Better Care Fund service developments and the current enablement service. The vision is to strengthen our existing structures to ensure that Rotherham is able to provide a modernised enabling service which maximises individual's independence, provides a more robust 7 day social work response and aligns services with changes proposed in the Better Care Fund plan. In addition the changes will provide additional capacity across a number of other parts of the service.

### 6. Recommendations

It is recommended that Cabinet Member notes the proposal to combine three current priorities improving and streamlining our current enabling offer, developing a Better Care Fund fast response social care offer and improving the current out of hours response and notes the revised structure which:

- **Increases social work capacity across the department through additional resources deployed over a 7 days a week**
- **Addresses some of the difficulties experienced though current out of hours provision and contributes to the Better Care Fund priorities around 7 day working**
- **Refocuses our enablement offer to improve outcomes for customers, provide a more streamlined service and increase the number of customers offered enablement.**

It is recommended that Cabinet Member notes the progress to date on this proposal:

- **External recruitment has commenced for 4 additional social workers (three funded from better care fund, one funded from a re-direction of an existing HEO vacancy) to provide the social work enablement role.**
- **Permanent recruitment to the Enabling Manager Post (currently Home Enabling Manager) has commenced**
- **Consultation on the proposal is well underway and transitional arrangements for closer working of enabling and out of hours has started.**

## **7. Proposals and Details**

The purpose of this report is to set out a proposal for a restructure which brings together three strands of work: social work out of hours service, Better Care Fund service developments and the current enablement service. The vision is to strengthen our existing structures to ensure that Rotherham is able to provide a modernised enabling service which maximises individual's independence, provides a more robust 7 day social work response and aligns services with changes proposed in the Better Care Fund plan. In addition the changes will provide additional capacity across a number of other parts of the service.

The current position for each of these areas is outlined below:

### **Social Work out of Hours Service**

The current social work out of hours service runs from 5pm to 10pm on weekdays and from 8am to 10pm at weekends. The remit of this service is to address any urgent social care issues which cannot wait for the following working day. Out of hours calls are answered by Rothercare and messages taken. These calls are passed through to a duty social worker or SSO. This is a rota of all adult social care assessment and care management staff who undertake this duty as part of their working week. Two workers are always on rota in case a high risk visit is required. A manager is on call to provide advice for complex issues.

A review of the current system was undertaken by performance and quality team earlier this year. The review noted a number of weaknesses in the system including lack of screening of out of hours calls, gaps in provision due to sickness and annual leave and fundamentally a lack of buy-in to the current system at all levels. Feedback was a preference for a stand-alone team of social workers. Managers expressed a preference for on-call to be recognised as part of their working week.

### **Better Care Fund Plan and Fast Response**

The Better Care Fund sets out joint Council and NHS priorities. A prominent feature of this is a move to 7 day working across all disciplines with a string emphasis on avoiding hospital admissions.

To meet these outcomes the plan provides funding for four additional social work posts. The intention of these posts was to provide an integrated fast response service with the NHS which would operate 7 days a week however looking at the social care elements suggested that whilst there is a social work role there would be insufficient work to justify dedicating resources solely to this team.

### **The Enabling Service**

The enabling service is a registered service that operates a "free" home care support provision for six weeks prior to assessment, with a view that during this period social care needs can be removed or reduced. Packages of support are set up and organised by a Home Enabling Officer (HEO) who tracks customer progress and reviews packages. Individuals who have eligible social care needs at the end of the enablement period are referred to a SSO for a full assessment and appropriate support

package. Care Coordinators plan and deploy the front line staff who provide the hands on support to customers.

There are some difficulties in the current system. Enabling outcomes, rather than provision of care, need to be re-emphasised throughout the team and a coaching package of support is planned to address this. Planning and deploying of resources needs to be more efficient and there is a capacity issue at HEO level for taking on new packages following a number of year on year budget reviews. There is also a duplication between the work undertaken by the HEO and the assessment and care management role.

The enabling service has reduced incrementally over the years and there is a need to provide further efficiencies to meet budget pressures.

## **The Proposal**

The proposal is to reshape the current enabling service to include social work capacity as part of the management of the service delivery. The new service will concentrate on reducing social care needs at the front end of the service through:

- Provision of enabling which is more focused on achieving independence outcomes for customers.
- faster throughput for customers where longer term support is needed
- A more responsive approach to picking up packages quickly.

The service will operate 7 days per week and provide a virtual link into the fast response team to avoid hospital and residential care admissions and provide out of hours social work cover.

This service will need to stop providing long term support to customers and a review of customer needs will drive the recommended options for this part of the service. An options report will be presented to DLT with recommendations following these reviews.

In order to achieve this a number of establishment changes are required:

- A change of title for the registered Manager to Enabling Manager (Band K no change). This post also needs to be formally recruited to as temporary arrangements are currently in place.
- The deletion of the implementation officer post and replacement with Care Coordination Manager (band I no change) with a revised job description to more accurately reflect the role. It is anticipated the current post holder will be ring-fenced into this role.
- A reshape of the current HEO role to become an Enabling Officer (Band H no change). This would incorporate a number of functions currently undertaken by the SSOs. It is anticipated that the 9 existing HEO will be ring-fenced into these posts with competency assessments and development plans as needed to address any skill deficits.
- Recruitment of 4 FTE social worker posts (Band G-I) to join the team and work alongside the HEO's.

- A change in the out of hours management response to provide more robust support. This splits the Service Manager / Service Director response from the Team Manager response and ensures more availability of management particularly at weekends.
- The development of a professional supervision arrangement for social workers based in the Enabling Team.

A top-down training programme starting at management level will support the new structure

## **8. Finance**

The Enabling service has been subject to a savings plan for 2014/15 and 15/16 (£275K per year) based on ending of health and well-being checks. A further £250K savings have been put forward for the 15/16 plans to be achieved in 15/16 and 16/17. This is a total savings target of £800K over a three year period. A large proportion of these savings will have already been achieved by allowing staff to leave under the voluntary severance schemes and plans to achieve the remaining elements will be based on achieving a more efficient service.

This restructure is the next step in ensuring the infrastructure is in place to make sure the full savings can be released.

This proposal increases the social work capacity of the department by four FTE. One of these posts will be funded from within the enabling budget utilising a current HEO vacancy that has been held in anticipation of a restructure.

The remaining three posts will be funded from new money which has been identified in the Better Care Fund. There is currently £160K recurrently identified for social workers as part of the Fast Response workstream. This money is available to draw down immediately. This resource covers four social workers posts, one of which will be utilised within the community teams to support with hospital discharges into nursing beds.

## **9. Risks and Uncertainties**

- There is a risk that we will be unable to recruit social workers to the hours proposed in the structure and this will mean that the service is not deliverable. A recent social work recruitment process produced a high number of applicants and it is hopeful that this can be used to support the recruitment to these posts.
- This constitutes a major change to the way the team operates and robust management and engagement is needed to reduce the risks associated with this.
- The current out of hours service is not consistent and presents an operational risk.

## **10. Policy and Performance Agenda Implications**

- Supports performance indicator ASCOF 2 (no of people offered reablement) which is an areas on which we currently benchmark low.

- Meets Care Act and BCF priorities around the development of a Rapid Response Service and 7 day working (BCF04 and BCF05)
- Helps deliverability across the system (assessment direct, all social work teams, Rothercare)
- Increase the robustness of current out of hours response
- Responds to feedback and addresses issues raised by social workers and team managers as part of the out of hours issues

## 11. Background Papers and Consultation

- Better Care Fund Plan – Supported Discharge Care Pathway
- An outline consultation and deliverables time table can be seen at appendix 1.

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