

Report

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Enhancing Improvement Support
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update Committee on the Integrated Joint Board's approval of 1.60 FTE fixed term posts to support the work of the HSCP to transform its Social Care model to deliver the ambitions of the Integrated Joint Board's Strategic Commissioning Plan

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted; and
- (2) that the fixed term posts set out in section 4, previously approved by the Integration Joint Board on 28 June 2022, are added to the establishment.

3. Background

3.1. The Integrated Joint Board has recently approved its new 3 year Strategic Commissioning Plan which will ensure that resources are directed to meeting the IJB's key strategic outcomes. This Plan continues the work of the Partnership to focus on themes including prevention; early intervention, supporting people to live as well as they can and as independently as they can. The HSCP has already taken forward a number of ambitious service reviews to ensure that commissioned services meet peoples' outcomes within the available financial and workforce resources.

3.2. A key focus of service reviews has been to promote the ethos of self-directed support which focuses much more on outcomes rather than services and considers all of the personal, social and community assets that are available to the Adult and their Carer. At both a policy and operational level the traditional models of professionals directing Supported Adults and Carers into predetermined building based and service orientated models are being redesigned to meet changing expectations and reflect the updated policy landscape. The redesign work also needs to address the prevailing challenges including demographic change; increased demand; workforce supply; living with Covid; and the emerging inflationary costs.

- 3.3. There has been a whole system approach to the redesign of service where, for example, the existing review work on Residential Care Homes, Day Services, Care at Home and Care Management teams all inter-act to deliver a balanced, outcome focused Social Work and Social Care model. This is complex, sensitive and time-consuming work and requires inputs from both project management and operational experts to deliver it successfully. Whilst the partnership has been able to identify some project capacity to support its change programme it has been overly reliant on existing operational managers to set aside time to support the change and improvement work. This is challenging and limits the pace of change and quality of engagement with key stakeholders within the available management capacity.
- 3.4. This review and transformation activity will need to be sustained for the foreseeable future and there is, therefore, an ongoing need to invest in job roles which support this critical activity. As part of this work, it is proposed that the HSCP establish an 18 month fixed term, part time “Business Expert” role to support the leadership and co-ordination of the social care elements of the improvement and transformation programme over this timeframe. The role will have a particular focus on service user, carer and staff engagement in relation to change processes. Change will always create uncertainty in respect of the impact of change and this needs to be managed sensitively and timeously.
- 3.5. Related to this is the Project Team resource which is supporting the implementation of the development and implementation of the Care Facility at Blantyre. This resource is fixed term until September, 2022. This team currently comprises of a Project Governance Coordinator, two Planning and Development Officers and an administration resource. This team has provided the theoretical and practical project management support to the Blantyre development and any further phases. Given that it is unclear what future phases of this programme will look like and also the fact that there is a significant change agenda, it is proposed that the Project Governance Coordinator is maintained in post to support Senior Management Team priorities, particularly given the experience gained by the individual in this complex project. The remaining staff within this team will return to their substantive posts post September.

4. Employee Implications

- 4.1. It is proposed that the following posts are established for a fixed term period of 2 years.

Post	Existing	Proposed Number of Posts	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.3%	Total Costs
Service Manager (Improvement)	0	0.6	Grade 5 Level 8	107-108	£35.08	£64,017	£84,215	£50,529
					- £35.61	- £64,984	- £85,487	- £51,292
Project Governance Coordinator	0	1.0	Grade 4 Level 2- 5	82 – 88	£24.16	£44,089	£55,503	£55,503
					- £26.44	- £48,250	- £63,473	- £63,473

5. Financial Implications

- 5.1. The Health and Social Care Partnership has established a change fund which will be utilised for activity that enables change to occur such as additional management and project support. These posts will be funded from this budget for the 2 year fixed term period, as approved by the Integration Joint Board on 28 June 2022.

6. Climate Change, Sustainability and Environmental Implications

- 6.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

7. Other Implications

- 7.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:
- lack of capacity and skills to provide and meet increased service demands (very high)
 - the council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)
- 7.2. There are no other issues associated with this report.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report
- 8.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

Soumen Sengupta

Director, Health and Social Care

Paul Manning

Executive Director (Finance and Corporate Resources)

18 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

Previous References

- ◆ none

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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