

Report

Report to:	Social Work Resources Committee
Date of Meeting:	8 May 2019
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Social Work Resources - Establishment Changes
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Seek approval from Committee to create additional posts on the establishment within the Resource as a result of additional funding.
- ◆ Seek approval from Committee to mainstream temporary posts and to make changes to the establishment within the Resource.

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 changes in establishment identified in the table at Section 4.1 of the report be approved.

3. Background

3.1 The report details establishment changes required and posts moving from temporary to permanent within Resource. The establishment changes are identified below with background and narrative, associated budget and information related to the current status of posts in terms of them being permanent or temporary.

3.2 New Initiatives:

3.2.1 **Project Governance Co-ordinator, Assistive Technology:** Assistive Technology, sometimes referred to as Telecare and Telehealth have been identified as one of the priorities for the Resource and across the Health and Social Care Partnership through the Strategic Commissioning Plan consultations. The extension of technology enabled care has been very successful in South Lanarkshire in supporting an increasing number of the population to self-care and self-manage through simple smart technology and apps from their mobile phones. This has real potential to continue to grow and very much follows modern life, whereby phones, apps and generic technology devices are intrinsic to the way in which people live.

- 3.2.2 Models of self-care and self-management, transforming the way in which Social Work Resources deliver services through capitalising on digital and more remote forms of service delivery will be pivotal in shifting the balance of care. At the same time, it will offer other options to the traditional planned appointments systems and associated travel. As the service develops and modernises it requires additional skill sets to realise the ambitions and roll out of technology enabled care services for the resident of South Lanarkshire.
- 3.2.3 The investment and development of this post will be pivotal in roll out across the partnership in Assistive Technology approaches which will not only improve outcomes and lived experiences for our residents but will also create efficiencies for the future in areas such as aids and adaptations, Alert Alarm systems, technology enabled care for residents and carers and a more responsive service going forward. The post will develop, roll out and gate keep the development around Assistive Technology across the partnership employed by the Council to work with colleagues across health. This will be a permanent post added to resource establishment.
- 3.2.4 **Kinship Care:** The Looked After Children Scotland Regulations (2009) define a Kinship Carer as a person who is related to the child through blood, marriage or civil partnership or a person with whom the child has a pre-existing relationship.
- 3.2.5 Kinship Carers eligible for payments, allowances and Kinship Care support include those who care for children who are looked after and placed in a Kinship Care arrangement by the local authority. As well as the financial implications for payments associated, there is also a requirement to ensure appropriate support and guidance is offered for both the children and the carers.
- 3.2.6 As a resource we are, therefore, looking to create a Kinship Carers Support Worker post to identify appropriate support training and networks for carers and children that is proportionate for the children and carers needs. One of the priorities for this group is to ensure that their health wellbeing and attainment opportunities are maximised and this post will look to support local teams to explore innovative ways of achieving this with this group. This will be a temporary post for a two year period to establish the levels of overall future demand.
- 3.2.7 **Continuing Care Team:** Supports to young people accommodated away from home in residential care or foster care are defined in the Children (Scotland) Act 1995 and the Looked After Children Scotland Regulations (2009). These children often experience poorer outcomes than those children who are looked after at home or in kinship placements due to the transitions they have experienced, coupled with a lack of family supports and enduring protective relationships.
- 3.2.8 Young people are often scared at the prospect of further change to their circumstances as they get older. These young people often struggle to engage with pathways planning to determine how supports can be tailored to their individual needs, unfortunately this lack of engagement leads to services struggling to provide the required support. Due to the emotional turmoil being experienced by these young people, their educational attainment is compromised, jeopardising their future career opportunities. There is now a duty to support these young people until their 26th birthday.

3.2.9 The Corporate Parenting Strategy and Action Plan 2018 – 2020 has identified the supports provided to this cohort of young people being critical in enhancing their future life chances. The Resource has recently reviewed its delivery of through care and aftercare services to young people and will establish a dedicated Continuing Care Team that will build up specialist knowledge of supports and services for these young people. The team will be hosted within a locality and cover the authority area with line management support provided by the Locality Fieldwork Manager. Whilst there will be a resource transfer from local Children and Family Social Work Teams, an additional post of Team Leader and 2 Support Workers is required. These will be permanent posts added to the Resource establishment.

3.2.10 **Clerical Assistant (Telephone Advice Line)** the Resource have secured a further 12 months funding from NHS Lanarkshire to continue with the Telephone Advice Line (TAL) which is delivered by Money Matters and which receives referrals via the Midwifery and Health Visitors Pathway. Funding of £13,392 has been offered towards the cost of providing this service for a further year. This is a part time post 0.5 Full Time Equivalent (FTE). There is currently an employee in post and this will continue for one further year.

3.3 **Temporary Posts to be made Permanent**

3.3.1 **Team Leaders (Home Care):** East Kilbride office have the funding for three Team Leader posts on a recurring basis. The current position is that two of the Team Leader posts are permanent and one is temporary. It is requested that the temporary post, with substantive funding is added to the East Kilbride establishment to allow this post to become permanent.

3.3.2 **Planning Officer:** this post was the subject of a previous report to Social Work Committee in June 2018, when temporary funding was sought to support additional demands arising from performance and management information requirements within Adult and Older people services and Children and Justice Services. Approval is now requested to mainstream this post as the support provided by this post will continue to be required.

3.4 **Changes to Establishment**

3.4.1 **Autism Resource Coordination Hub (ARCH):** ARCH are looking to re-configure their establishment figures by deleting the 0.5 FTE post of Social Worker. 0.3 FTE Social Work Assistant and adding to the structure 1 FTE equivalent Support Worker. This will allow ARCH to meet the increasing demands for the service and continue to develop the strategic Action plan. This will be a permanent change to establishment with costs met within existing budget.

3.4.2 **Occupational Therapy Hamilton:** As a result of changing and increasing service demands there is a need to create more qualified Occupational Therapy posts as well as Occupational Therapy Assistants. This will be a permanent change to establishment with costs met within existing budget. This will be funded through the deletion of a 0.5 Occupational Assistant post and creation of a qualified Occupational Therapist.

- 3.4.3 **Care at Home:** There is a need to strengthen the strategic leadership of the Care at Home Service. Whilst there are dedicated Operational Managers for the Care at Home Service in each locality, there is no role below Head of Service that provides a strategic overview and leads overarching service improvement for Care at Home. Additionally there is a significant role in collaborating with the Council's Procurement Service to work with and oversee the Care at Home framework providers. It is therefore proposed that a post of Service Manager (Registered Care at Home Services) is introduced into the management structure using existing resources.
- 3.4.4 **Transformational Change Project Management Team:** it is important that sufficient planning and project management support is now available to facilitate the level of change identified across the Resource with Modernising Care Facilities, Day Care and Care at Home. Approval has already been given to the modernisation and replacement of care facilities as highlighted in a previous committee report June 2018 Modernising Care Facilities. It is important as part of the overall developments that the needs associated with all the interdependencies across social care and in localities are planned for and met.
- 3.4.5 The detail of how the new facilities can be used to shape care delivery in the local communities would include a range of work beyond traditional residential and intermediate care, for example, linking to local communities, providing integrated care opportunities, public access opportunities, demonstrating technology which can be used in the routine delivery of care, support to carers and linkage to voluntary organisations.
- 3.4.6 Given the scope and scale of change required to maximise the impact across all care needs in the respective localities it is proposed to establish a Project Team to support the implementation of all the transformational projects. As such, the addition of a Project Governance Co-ordinator, two Planning Officers and clerical support will meet this need. The proposal is that these appointments are made for a fixed period of three years.
- 3.4.7 The arrangements for the planning and project management support will be reviewed on an ongoing basis to ensure there is sufficient capacity to progress the transformational change priorities.

4. Employee Implications

- 4.1. The employee implications are detailed below. The post of Project Governance Coordinator is required to be evaluated and as a new post will be subject to a full job evaluation within the first year. Please refer to the information within the table and key at the end of the table which details which posts are temporary and for what period.

Post (Social Work)	Current Number of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%
Project Governance Co-ordinator (Assistive Technology)	0	1	G4 L2-5	82-88	£23.22 - £25.42	£42,374 - £46,389	£55,213 - £60,444
Planning Officer	0.6	1	G3 L2 -8	63 - 80	£17.55 - £22.56	£33,027 - £41,169	£43,034 - £53,643
* Support Worker (Kinship Care)	0	1	G2 L1-3	34- 48	£11.44 - £14.06	£20,877 - £25,658	£27,202 - £33,432
Team Leader (Continuing Care)	0	1	G3 L8	79-80	£22.22 - £22.56	£40,549 - £41,170	£52,835 - £53,644
Support Worker (Continuing Care)	0	2	G2 L1-3	34- 8	£11.44 - £14.06	£20,877 - £25,658	£27,202 - £33,432
** Clerical Assistant (Telephone Advice Line)	0.5	0.5	G1 L1-3	20-27	£9.32 - £10.33	£17,008 - £18,851	£22,161 - £24,562
Social Work Assistant	0.3	0	G2 L4	34 - 57	£11.44- £16.04	£20,876 - £29,271	£27,201 - £38,140
Team Leaders (Home Care)	0	1	G3 L4	72-74	£20.01 - £20.63	£36,516 - £37,648	£47,580 - £49,055
Social Worker (ARCH)	0.5	0	G3 L4	72-74	£20.01 - £20.63	£36,516 - £37,648	£47,580 - £49,055
Support Worker (ARCH)	0	1	G2 L3	46-48	£13.64 - £14.06	£24,892 - £25,658	£32,434- £33,432
Occupational Therapists	7.5	8	G3 L4	72-74	£20.01 - £20.63	£36,516 - £37,648	£47,580 - £49,055
Occupational Therapy Assistants	5.5	5	G2 L4	55-57	£15.56 - £16.04	£28,395 - £29,271	£36,998 - £38,140
Service Manager	0	1	G5 L8	107-108	£33.72- £34.23	£61,536 - £62,466	£81,904 - £83,143
***Project Governance Co-ordinator	0	1	G4 L2-5	82-88	£23.22 - £25.43	£42,372 - £46,399	£55,213 - £60,444
***Planning Officer	0	2	G3 L2-8	63-80	£17.55 - £22.56	£32,027 - £41,169	£83,462 - £107,288
***Clerical Assistant	0	1	G1 L4	30-31	£10.80 - £10.96	£19,709 - £20,001	£25,681 - £26,061

*Temporary 2 years

**Temporary 1 year

***Temporary 3 years

5. Financial Implications

- 5.1. Project Governance Co-ordinator (Assistive Technology). The cost of this post is £61,744 and funding will be provided from the Health and Social Care Partnership. This will be permanent post within establishment.

- 5.2 Planning Officer was a temporary post and plans to make this a permanent post within establishment and funding has been secured from existing budget increasing from 3 FTE to 3.6 FTE. This will be achieved with the deletion of the Secretary post and transferring of the budget to establish the 0.6 FTE increase for the Planning Officer post.
- 5.3 The Support Worker (Kinship Care) will be a two year fixed term post to establish the support networks and developments. The costs of £34,154 will be funded from the Scottish Attainment Challenge funding for Care Experienced Children and Young People.
- 5.4 The Team Leader (Continuing Care) and Support Workers will be permanent posts. The cost of these posts is £123,099 and will be funded through Scottish Attainment Challenge funding for Care Experienced Children and Young Peoples Fund. This funding is not guaranteed on a recurring basis and these posts will be required to be absorbed in the service.
- 5.5 Telephone Advice Line (TAL) Clerical post 0.5 FTE will be temporary for one year with funding provided from NHS Lanarkshire for the post.
- 5.6 The Home Care Team Leader post is funded from the Integrated Care Fund and will be converted to a permanent post and be added to establishment.
- 5.7 The Support Worker (ARCH) will be a permanent post. Funding is from existing budget through realigning 0.5 FTE Social Worker post and 0.3 FTE Social Work Assistant post to create a full time Support Worker post.
- 5.8 Occupational Therapy Posts. The costs of the Hamilton posts will be met within existing resources in converting unqualified posts to qualified posts within existing budgets to allow establishment to be varied.
- 5.9 Service Manager. The costs of the post will be met from existing resources released by operational efficiencies.
- 5.10 The Transformational Change Project Management Team will be fixed term posts for three years. The total cost of the establishment change will be between £164,357 and £193,794 per annum for three years. It is anticipated that the programme of works will be completed within timeframe. It is proposed that IJB reserves previously earmarked for transformational change will fund these posts. This will be progressed by the IJB Chief Financial Officer.

6. Other Implications

- 6.1. There are no risks associated with these posts. A failure to develop services will not achieve sustainable outcomes for the residents of South Lanarkshire.
- 6.2. No sustainable development issues.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. This report does not introduce a new policy, function or strategy, or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required. The Trade Unions have been consulted through the formal consultation forum.

Val de Souza
Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

5 March 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Focused on people and their needs
- ◆ Working with and respecting others
- ◆ Accountable, effective, efficient and transparent
- ◆ Ambitious, self-aware and improving
- ◆ Fair open and sustainable
- ◆ Excellent employer
- ◆ Improve later life
- ◆ Protect vulnerable children, young people and adults
- ◆ Deliver better health and social care outcomes for all
- ◆ Support our communities by tackling disadvantage and deprivation and supporting aspiration

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:-

Liam Purdie, Head of Children and Justice Services, Chief Social Work Officer

Ext: 4887 (Phone: 01698 454887)

Email: liam.purdie@southlanarkshire.gcsx.gov.uk