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Title of meeting: Cabinet Member for Health, Wellbeing and Social Care

Subject: Adult Social Care Staff Bandings

Date of meeting: 5th July 2018

Report by: Andy Biddle. Acting Deputy Director of Adult Social Services

Wards affected: n/a

1. Requested by

1.1 This report was requested by Innes Richens, Director of Adult Social Services.

2. Purpose

2.1 The purpose of this report is to provide an update on the proposed strategic direction for Adult Social Care, how this relates to the service working toward achieving financial balance and the impact of requests that have gone through the Job Evaluation Questionnaire, (JEQ) process relating to posts within Adult Social Care, (ASC) in relation to the finance strategy.

3. Information Requested

3.1 Adult Social Care is an increasingly high profile area of local authority business. There is acknowledgement at national level that social care is under increasing pressure for a variety of reasons including an increasing demand to support people with more complex needs in their own homes and increasing costs of employment for providers of social care services that the council contracts with, due to areas such as rises in the National Living Wage and increases in 'auto-enrolment' pension contributions. For the NHS to be able to care for people's health, it is critical that social care is able to meet the needs of citizens.

3.2 In order to provide a social care service that meets the needs of Portsmouth residents, meet the Council's statutory duties contained in relevant legislation and manage the demands of increasing needs and costs, ASC is proposing to implement a number of strategic shifts from 2018/19 to 2020/21, these are summarised below:

- Make better use of 'enabling technology' that can do things for people, whether this be by offering advice around technology, its uses and where these can be purchased, or purchasing a technology solution where there is a duty to meet need. This aims to create a 'technology first' culture with every contact.

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- Enable people to have more control over services they access and encourage use of resources in individual communities in Portsmouth. Work with residents to ensure that services reflect their life experience and priorities.
- Have a focus on 'reablement' services that aim to help people get to a level of independence, rather than 'do for' people. Ensuring that responding to people who need help is at the right time and in the right place and that we learn from experience which builds the evidence as to what works.
- Shape the options for meeting people's needs in Portsmouth, increase options for care needs to be met in supported living, instead of a residential care environment. Increase the number of people who manage their own services via direct payments and gain greater volunteer/community sector services involvement in meeting need.
- Improve service quality in the care sector, addressing concerns raised by Care Quality Commission, (CQC) inspections in Portsmouth City Council, (PCC) owned and managed residential units as well as more widely in the city, work with the NHS Portsmouth Clinical Commissioning Group, (PCCG) on our joint quality improvement programme.

3.2.1 By using the strategic approach above, adult social care will work toward addressing the financial deficit, achieving financial balance by using reablement to reduce the length of time people use funded services and further reducing dependence on residential/nursing care by maximising opportunities for supported living. ASC will aim to reduce reliance on domiciliary care by encouraging choice and control in care arrangements, through promoting direct payments and use of personal assistants. ASC will move commissioning for adults with mental health problems from residential environments to supported living and use enabling technology where possible and safe to help people manage some needs.

3.2.2 As a result of savings made in ASC in previous years and changes in the workforce, some staff have been working at a higher level on a consistent basis. Due to this a number of issues related to pay and banding have arisen in Adult Social Care.

3.3 Caring for people within their own homes with increasingly complex needs and responding to changes in legislation, (including the introduction of the Care Act 2014 and significant Court judgements related to 'Deprivation of Liberty' during 2016 and 2017) has fundamentally increased the complexity of practice for ASC fieldwork staff. During this period it has proved difficult to recruit people with experience into ASC and this may be associated with the fact that salary banding levels were last changed in 2008. Roles in the same job families in Children's Social Care were evaluated in 2015 and 2018 with subsequent changes in banding as a move to address this.

3.4 In July 2016, ASC changed the model of working in Portsmouth Day Services, (PDS) the PCC owned and managed day service, (working with adults with a learning disability) to a service better able to provide support for individuals with complex needs. This reduced the amount of more expensive placements in

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externally contracted services by creating a more comprehensive and specialist service locally. At this time, support staff banding was set at a band below the then current band. The staff effected were granted protected salaries for two years, as per Council policy.

- 3.5 The client record system that ASC use will be out of support in 2020, as a result of the desire to increase integrated working across health and social care in the city, the 'System1' system was chosen to replace the existing system. System1 is already in use with GP and Solent NHS Trust services within Portsmouth and the implementation of this system in ASC enables data sharing to provide a more effective service to residents. The successful implementation of the 'System1' case management system and its related management information strategy is critical to achieving the business objectives within the Adult Social Care Strategy. The banding for the officer within management information does not recognise the level of skill required to undertake both the specialised technical and analytical requirements for the design and delivery of the new system. In addition, there is a requirement to manage ASC's data and performance management requirements at a local and national level. Given previous savings in the ASC structure and subsequent staff reductions, this post is viewed as a single point of failure in this project.
- 3.6 Portsmouth City Council Grading Policy, (March 2018) uses a JESS (Job Evaluation Support System) job evaluation scheme to evaluate all new or changed posts. JESS is a factor-based analytical job evaluation methodology designed to allow trained analysts to evaluate all jobs within Portsmouth City Council. The Grading Policy delegates to Directors in consultation or with the agreement of the Director responsible for HR to ensure equity of treatment and an effective process. A Job Evaluation Questionnaire, (JEQ) is completed and sent for moderation, then is subsequently submitted to a 'Felt Fair' panel to consider the evaluation of the post.
- 3.7 Requests for job evaluation have been submitted by Independence Support Assistants, (ISA, Band 6) Main Grade Social Workers, (MGSW, band 8) Higher Grade Social Workers, (HGSW, band 9), PDS support workers, (band 4) and a Management Information Officer (band 8).
- 3.8 The moderated bandings, (subject to Felt Fair decision) and increased costs for these posts are expected to be:
ISA Band 7
MGSW Band 8 (no change)
HGSW Band 10
PDS Support Workers Band 5
Management Information Officer Band 11
- 3.9 The Council process/re-banding will impact on the ASC budget position and will need to be considered as part of the ASC financial strategy described above. The associated costs of the changes to bandings are attached.

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4. Finance comments

- 4.1 The financial impact of the proposed banding changes highlighted within this report, is expected amount to an increased cost of c.£108,000 in the first year, for the 88 staff (77 fte) within the affected posts.
- 4.2 As staff progress in future years through spinal points within their new pay bands, further salary cost increases are anticipated. By year five, the total annual cost would have increased by a further c.£281,000 based on the current salary levels.
- 4.3 The increased salary costs resulting from these changes will need to be accommodated within the existing financial resources of the Portfolio.

Signed by (Director)

Appendices:

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location
Financial modelling of proposed banding changes	ASC Finance Team