

OFFICER DECISION RECORD

For staff restructures, please also complete an RA1 form to update the HR Portal. This is attached at Annex 2.

Decision Ref. No:
AHWB/060/2017
Appointment of 2 additional
Wellbeing Officers

Box 1

DIRECTORATE:

Adults Health & Wellbeing

Contact Name: Gill Scrimshaw

Subject Matter: Appointment of 2 additional Wellbeing Officers

DATE: 28.7.17

Tel. No.: 01302 734535

Box 2

DECISION TAKEN:

To recruit 2 additional Wellbeing Officers, initially for 1 year to provide the capacity to actively support the development and rollout of the Community Led Support model.

Box 3

REASON FOR THE DECISION:

The challenges facing health and social care are well documented with increasing demand due to an aging population, fragmented services and an increased cost of delivering health and social care. Health and social care partners across Doncaster have been considering the transformation needed to completely remodel adult social care, health and wellbeing systems and services and the local Place Plan contains a compelling vision where 'care and support' will be tailored to community strengths to help Doncaster residents to maximise their independence, health and wellbeing.

At the heart of the transformation the neighbourhood approach gives a focus on the individual, family, friends and communities and primary care with a shift to more prevention and early intervention rather than a reliance on statutory provision. A new operating model of Community Led Support has been developed that is built around community and locality based work and a transformed customer journey. Community Led Support focusses on that early intervention and prevention; building on individual, family and community strengths; and resilience.

The Community Led Support programme will be an enabler for services to be locally focussed and delivered in a more integrated way; it will also help to identify and provide appropriate support for people much earlier to reduce the likelihood of them needing statutory services or presenting in a crisis situation. People will be able to access advice, information and lower level support to stop issues escalating; professionals will have a different conversation with people that is more strength based and focussed on keeping people in their own homes and communities; and high quality responsive services will offer tailored support that is both proportionate and timely.

As the Community Led Support model underpins the large scale transformation programme, Better Care Fund (BCF) funding had been agreed to support the transition to this new way of working. A portion of this funding is specifically earmarked to provide extra organisational capacity to support the new types of conversations and to undertake the early intervention work reconnecting people to their communities. Currently Wellbeing support is provided via 9 Wellbeing Officers (East: 3 officers, West: 3 officers, Central: 2 officers, with 1 officer currently providing a Borough-wide triage function). Ongoing promotion of early help, prevention and wellbeing support had already led to an increase in the number of cases referred to Wellbeing Officers with the 12 months to May 2017 seeing approximately 800 referrals compared with 500 in the previous 12 months.

Wellbeing Officers will play a key part in the establishment and embedding of Community Led Support. Their role is crucial both in having those early conversations with individuals to connect them to activities and support within the local community and also in contributing to the multi-disciplinary approach as hubs and local conversation points are developed across the Borough.

Box 4

OPTIONS CONSIDERED & REASONS FOR RECOMMENDED OPTION:

Option 1: Do nothing and manage with existing resources

There is already an understanding that additional capacity will be required to “double run” business as usual whilst developing hubs within the community and embedding new ways of working. This is therefore not an option, if the transformation programme and the transition to Community Led Support are to succeed.

Option 2: Recruit additional temporary Wellbeing Officers

Wellbeing Officers play a pivotal role in implementing the Community Led Support model - their early intervention work dealing with low level social care needs keeps people independent within their own community for longer and away from statutory services, while their understanding of the local community enables them to reconnect people with their community support network. As Community Led Support is rolled out further across the Borough it will increase the demand placed on the Wellbeing Officer resource. Recruiting two additional Wellbeing Officers for 12 months initially will provide capacity to embed the Community Led Support model. It is intended that 1 role would initially be dedicated to the Innovation Site in the East while the second role would be utilised to supporting the triaging and further development of hubs and conversation points across the Borough

Option 2 is the recommended option.

Box 5**LEGAL IMPLICATIONS:**

S112 of the Local Government Act 1972 allows a local authority to appoint such officers as are necessary for the proper discharge of its functions, on such reasonable terms and conditions as it thinks fit. Salary grade should be determined by job evaluation. The Council has policies to deal with recruitment which should be followed.

Given the nature of the posts required it is advisable to set up temporary contracts for a fixed term. Any employee regardless as to whether or not they are employed for a fixed term, part time or otherwise obtain certain employment protection, which includes protection from unfair dismissal after 2 year's employment service. In order for liability in relation to, inter alia, unfair dismissal, to be limited there must be a legitimate reason for a fixed term contract and the employee must be made aware of this reason and of the anticipated length of the contract at the commencement of the contract. After the 4th year of renewal the Employee may be entitled to the position on a permanent basis.

The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 confirm that employees should not be treated less favourably on the ground they are fixed term unless this is objectively justified. Less favourable treatment means, but is not limited to pay and terms and conditions.

If the length of the contract exceeds 1 year upon termination the Employee may be entitled to be placed on the redeployment register and after 2 years may be entitled to a redundancy payment.

If the Council terminates the contract early, then there may be some liability for payment of the outstanding salary to the employee unless a suitable break clause is included. Therefore terms of the contract must therefore be carefully considered to avoid additional liability and/or financial loss.

If any temporary employee is sourced through an agency care must be taken to ensure the Agency Worker Regulations and the Council's Policies relating to Agency workers and Recruitment in general are adhered to. In addition, from April 2017 the rules relating to the application of the Intermediaries Legislation (IR35) for individuals engaged 'off-payroll' in the public sector will be changing. In summary, the payments we make to such workers will be subject to the application of the new legislation which means that contractors supplying their services through their own personal service companies (PSCs) will be considered to fall within IR35 unless it can be proven otherwise. The application of IR35 will require the Council to deduct and national insurance contributions for all payments made to these contractors after 6 April 2017. The Council has processes that should be followed to prevent legal and financial liability.

There are no legal restrictions on the use of Agency workers for a local authority. There is a legal obligation to consider best value and therefore it is recommended that there be regular reviews of the decision to use agency staff to ensure this obligation is being met. There should also be a contract that sets out the terms of assignment in place prior to the commencement of the role. Reed were appointed as the Council's supplier of temporary staff following a procurement process which was compliant with both EU Procurement Regulations and Contract Procedure Rules.

Name: H Wilson Signature: by email Date: 09/08/2017

Box 6**FINANCIAL IMPLICATIONS:**

This ODR seeks to recruit 2 additional Wellbeing Officers, initially for 1 year to provide the capacity to actively support the development and rollout of the Community Led Support model.

The posts are to be graded at Local authority grade 7 and the estimated cost for 1 post ranges between £22,523 and £27,776 based on SCP points 22 – 26

The estimated cost for the 2 posts for 1 year would therefore be £49,046 - £55,552
The posts are estimated to commence in November 2017.

The funding for the posts has been secured and will come from the IBCF (Improved Better Care Fund). There is a specific line in the plan to cover 2 wellbeing officers. If these posts should continue beyond the 12 months approved, then alternative funding will need to be identified.

Name: Nick Cameron Signature: _____
Signature of Assistant Director of Finance & Performance
(or representative)

Date: _23/08/2017

Box 7**HUMAN RESOURCE IMPLICATIONS:**

The role of Well-Being Officer is an established post and has been evaluated under the Council's GLPC Job Evaluation system, JE ID number 4371 @ Grade 7.

These new posts should be recruited to in line with DMBC's Safer Recruitment policy, initially open to Redeployees before being advertised to the wider public and will need to be created on the HR portal.

Employees who were employed before 6 April 2012 and have 1 year's continuous service, or after 6 April 2012 and have at least two years continuous service, accrue employment rights. Employees who complete 2 years continuous service accrue rights to a redundancy payment.

Fixed-term employees have the right not to be treated less favourably than comparable permanent employees because they are on a fixed-term contract. This means you must treat fixed-term employees the same as comparable permanent employees unless there are 'objectively justifiable' circumstances for not doing so (i.e. there is a genuine, necessary and appropriate business reason). This means the same or equivalent (pro-rata) pay and conditions, benefits, pension rights and opportunity to apply for permanent positions within the business.

Under the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002, employees who have been on a fixed-term contract for four years or longer will usually be legally classed as permanent if their contract is renewed or if they

are re-engaged on a new fixed-term contract.

The only exemptions are when employment on a further fixed-term contract is objectively justified to achieve a legitimate business aim or when the period of four years has been lengthened under a collective or workplace agreement.

Name: Kelly Wilks **Signature:** By Email

Date: 4th August 2017

Signature of Assistant Director of Human Resources and Communications (or representative)

Box 8

PROCUREMENT IMPLICATIONS:

If it is proposed to engage staff through an agency arrangement, the Council's corporate contract with Reed should be used.

Where the Contract with Reed cannot meet the Council's requirements then a formal tender process will need to be followed in line with the Council's Contract Procedure Rules.

Name: D Bann **Signature:** [REDACTED] **Date:** 4/8/17

Signature of Assistant Director of Finance & Performance

Box 9

ICT IMPLICATIONS:

In implementing the recommended options within this ODR, the Recruiting Manager should consider the ICT and Technology needs of the recruited resources and ensure timely notification is made to the ICT Self Service Portal for the creation of accounts, access to technology and systems.

The Recruiting Manager must also ensure that all mandatory training in respect to data quality and protection is undertaken by any new recruits as well as familiarisation with acceptable use policies as set by the Council and its SIRO.

Any additional technology requirements above those listed above must be submitted via the prescribed Business Case pro-forma for consideration by the ICT Governance Board.

Name: Peter Ward (ICT Strategy Programme Manager)

Signature: [REDACTED] **Date:** 31/07/17

Box 10**ASSET IMPLICATIONS:**

Any requirement that might arise for additional accommodation, or the reconfiguration of existing workstations to support the recruitment proposals, as outlined, should be directed to the Assets & Property team in the first instance, in order that such needs can be provided for, in line with the Council's wider Assets Transformation programme and WorkSmart strategy.

Name: Gillian Fairbrother (Assets Manager, Project Co-ordinator)

Signature: By email

Date: 28th July, 2017

**Signature of Assistant Director of Trading Services and Assets
(or representative)**

Box 11**RISK IMPLICATIONS:**

The large scale transformation programme focusses on keeping people independent and in their own homes and communities. As such, Community Led Support is an enabler for services to be locally focussed and delivered in a more integrated way. There are significant risks to the effectiveness of the Community Led Support model if the wellbeing service is not adequately resourced.

There is also a risk that without adequate resources to manage wellbeing cases there may be a delay in providing a response to low level social care needs, resulting in cases presenting later in crisis and requiring more costly statutory interventions.

Box 12**EQUALITY IMPLICATIONS:**

To be completed by the report author

The client group supported by the service is primarily vulnerable adults, e.g. older people, adults with support needs, adults with learning disabilities, people who are socially isolated. The Community Led Support model focusses on a strengths based approach with proportionate and timely interventions. The wellbeing officers are a pivotal part of this, providing appropriate support in the community for people much earlier, to reduce the likelihood of them needing statutory services or presenting in a crisis situation.

The service and workloads need to be managed to ensure that clients' best interests are met, and timely completion of tasks is necessary to ensure clients are not disadvantaged.

Name: Gill Scrimshaw (Project Manager)

Signature: By email

Date: 23 August 2017

(Report author)

**Box 13
CONSULTATION**

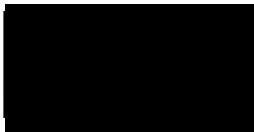
Discussions have taken place with the Assistant Director for Adult Social Care, the Assistant Director for Communities and the Stronger Communities Wellbeing Manager. All are in agreement with the need for additional wellbeing resource.

**Box 14
INFORMATION NOT FOR PUBLICATION:**

In accordance with the Freedom of Information Act 2000, it is in the Public's interests for this decision to be published in full, redacting only the signatures.

**Name: Gillian Parker Signature: by email Date: 23/08/2017
Signature of FOI Lead Officer for service area where ODR originates**

Box 15



Signed: Damian Allen, Director Date: 12/09/2017

**Signed: _____ Date: _____
Additional Signature of Chief Financial Officer or nominated
representative for Capital decisions (if required)**

**Signed: _____ Date: _____
Signature of Mayor or relevant Cabinet Member consulted on the above
decision (if required).**

- This decision can be implemented immediately unless it relates to a Capital Scheme that requires the approval of Cabinet. All Cabinet decisions are subject to call in.
- A record of this decision should be kept by the relevant Director's PA for accountability and published on the Council's website.
- A copy of this decision should be sent to the originating Directorate's FOI Lead Officer to consider 'information not for publication' prior to being published on the Council's website.
- A PDF copy of the signed decision record should be e-mailed to the LA Democratic Services mailbox