

# 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/042/2018 7 day  
working for Team Leaders  
and Advanced  
Practitioners**

## Box 1

**DIRECTORATE: AHWB**

**DATE: 05/06/2018**

**Contact Name: Tricia O'Connell**

**Tel. No.: 01302 736409**

**Subject Matter: 7 day working for Team Leaders and Advanced Practitioners**

## Box 2

### DECISION TAKEN:

The Decision to ensure appropriate management cover is available at weekends and Bank holidays to support patient flow and discharges across the Health and Social care system and to reduce Delayed Transfers of Care.

Informal staff consultation has taken place with formal consultations being finalised.

## Box 3

### REASON FOR THE DECISION: Give relevant background information

#### 1. Introduction, Context and Drivers for Change

These proposals outline how we require Adult Social Care management to cover 7 days, including Bank Holidays, and will ensure Social Workers have access to Management Support across 7 days.

There has been an increase in pressure to reduce Delayed Transfers of Care (DTC), following a formal letter which was issued to Doncaster Council in September 2017 from NHS England, surrounding their concern relating to the increased number of reported Delayed Transfers of Care.

Doncaster has worked hard to reduce the number of delays and needs to be in a position to maintain this going forward.

A number of actions have taken place to support this, which include: -

- All new Social Worker contracts will include 7 day working to increase the capacity at weekends within IDT

- Doncaster will make available 3 Social Workers on shift at weekends to facilitate discharges from Accident & Emergency (A & E) as well as those In -Patients who are ready for discharge.
- Commissioned a new Domiciliary Care Service to support discharges between 06.30 and 23.00 hours 7 days a week
- Increased IDT Business Administration Staff available at weekends
- We are currently looking at the High Impact Change Model across all organisations to ensure we have a robust system in place

Government thinking is pushing the NHS and Local Authorities towards 7 day working as clearly patients should not be disadvantaged due to the day of the week they are admitted to hospital and need to be discharged as soon as possible in order to reach their maximum potential. In addition, access to the 'Better Care Fund' is dependent on progress towards Integrated 7 day Working.

NB: Mental Health Managers are currently out of scope as they already cover across 7 days, support Mental Health Social Workers and Out of Hours.

In the March 2016 Adults, Health & Wellbeing Directorate Care Management and Specialist Care Service Areas Joint Consultation Document, there was reference made to the requirement to move towards extended hours of work.

This particular decision now seeks to move forward the 7 Day working proposal; new Social Workers who have joined the Integrated Discharge Team since 2013 have worked across 7 days and are on an approved rota which qualifies them for an All Inclusive Allowance % payment additional to their basic salary. They currently have access to Management Support and advice via a 'Volunteer On-Call Management Rota', which is limited to IDT Team Management only.

Due to the increasing demands in work at weekends, the Managers who have volunteered are regularly having to spend increasing number of hours providing support and monitoring the daily Delayed Transfers of Care (DTC's). In addition where the Acute Trust has been in escalation there is a requirement for Doncaster to have available Managers who can make decisions to support system flow and bed capacity.

In addition the Social Workers working at weekends will require on site access to Management Support on the same basis as in the week, rather than on the current arrangement of an 'on-call' service.

With effect from 2nd June 2018 all the new Social Worker appointments will be on a 7 day working basis to ensure Doncaster have available appropriate resources. Staff, regardless of their base during the week, will work on a rota basis covering IDT and any other Discharge Pathway.

Staff will receive 0.50% which forms part of the basic monthly salary as a percentage fixed term payment on top of the standard salary rate for the job.

"This will be reflected in the Contract of Employment on Page 2 @ Section 15 under Special Conditions" which is stated in the Modern & Productive Workforce Agreement and AIA Model documentation.

**Box 4****OPTIONS CONSIDERED & REASONS FOR RECOMMENDED OPTION:**

## Rationale for introducing the Staffing Model

The Delayed Discharge Act of 2003 was replaced by the Care Act 2014. One of the aims of the Care Act is to ensure that people do not remain in hospital when they no longer require care that can only be provided in an acute trust. The arrangements for discharging patients who are likely to have on-going care and support needs have been designed to encourage Acute Trusts to plan for discharge in advance of the patient no longer requiring acute care. The changes made by the Care Act are small in number and are:

- Every day of the week now counts, including weekends and all Bank Holidays.
- The terms 'Assessment Notice' and 'Discharge Notice' are used instead of Sections 2 and 5 notices.

Since 2013 managers who worked in IDT volunteered to cover an "on-call" for case advice on a rota system at weekends and bank holidays. Since then there has been a change in managers and some on secondments. The informal arrangement has never been reviewed until recently.

In October 2017 NHSE wrote to DMBC due to us being an outlier in National reported Delayed Transfers of Care.

This led to increased work required at weekends and bank holidays to monitor delays and sign these off as part of the legislations. This increased the amount of time managers were committing to, which exceeded the "on-call" arrangement.

The number of staff required to work at weekends and bank holidays has also increased due to demand in the system. Staff require access to management advice and support over 7 days.

This has demonstrated over the past six months the requirement for on sight cover.

This will also ensure management support available, due system escalation and "perfect week" scenarios.

The reason to include all managers and Advanced Practitioners means we have equity and a fair approach to 7 day working. This also means a significant decrease in the number of weekends and bank holiday we would expect our staff to cover.

Currently on call managers are required to cover between every 2 and 4 weekends. With the current level of managers and AP's in post they would cover approximately 3 weekends a year and 1 bank holiday every 2 years.

**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. Therefore the only considerations must be whether or not the appointment is necessary and whether the terms and conditions are reasonable in the particular circumstances. The grading of any position is subject to the outcome of a job evaluation/grading exercise being undertaken.

Amending the contract terms of staff requires a variation to be agreed. It should be noted that it is not possible to unilaterally vary a contract. Consultation should therefore take place with staff to ensure agreement is reached. In the event that agreement is not reached it is suggested that further assistance is sought from Legal and HR.

**Name: Helen Wilson Signature: \_\_by email\_ Date: \_22/06/2018\_  
Signature of Assistant Director of Legal and Democratic Services (or representative)**

**Box 6****FINANCIAL IMPLICATIONS:**

This ODR aims to ensure appropriate management cover is available at weekends and Bank holidays to support patient flow and discharges across the Health and Social care system and to reduce Delayed Transfers of Care.

With effect from 2nd June 2018 all the new Social Worker appointments will be on a 7 day working basis to ensure Doncaster have available appropriate resources. Staff, regardless of their base during the week, will work on a rota basis covering IDT and any other Discharge Pathway.

Staff will receive 0.5% which forms part of the basic monthly salary as a percentage fixed term payment on top of the standard salary rate for the job.

“This will be reflected in the Contract of Employment on Page 2 @ Section 15 under Special Conditions” which is stated in the Modern & Productive Workforce Agreement and AIA Model documentation.

SERVICE		ADULT AREA SOCIAL WORK TEAMS		
Row Labels	Sum of 18/19 total budget (FINAL)	Count of FTE	Sum of additional cost 0.5% Allowance full year effect	
ADVANCED PRACTITIONER	£520,250	11	£2,601	
SOCIAL WORKER	£2,226,750	67	£10,656	
SOCIAL WORKER BIA assessor	£37,320	1	£187	
SOCIAL WORKER BIA assessor	£39,480	1	£197	

<b>SOCIAL WRK/PALL CARE LINK WKR</b>	<b>£30,510</b>	<b>1</b>	<b>£153</b>
<b>Grand Total</b>	<b>£2,854,310</b>	<b>81</b>	<b>£13,794</b>

This estimate is based on all 81 FTE's having the 0.5% allowance. Nb 3 social work posts already have an allowance built into their contracts for 7 day working. In reality only new posts will have the allowance applied and existing posts will eventually if post holders leave / move will have the 0.5% allowance applied.

The estimated cost for 18/19 based on new posts will therefore be significantly lower and based on the number of FTE vacant posts that are currently being recruited to AHWB 013/2018 - 20.3 of which 16.8 are social work or Advanced practitioner posts the estimated cost would be circa £3,000. This may increase following further rounds of recruitment.

This 0.5% allowance requirement was not known at Budget setting for 18/19 so will have to be managed within the existing Adult Social Care budget for 18/19.

2019/20 Budget setting will take into account the allowance requirement and discussion with the service will determine how the additional pressure will be funded.

[redaction]

**Name: \_Nick Cameron Signature: \_ Date: 25/06/2018**  
**Signature of Assistant Director of Finance & Performance**  
**(or representative)**

#### **Box 7**

##### **HUMAN RESOURCE IMPLICATIONS:**

Human Resources are aware of this and are currently supporting the Adult Social Care Management Team with consultation for staff and trade unions and will continue to do so throughout this period through to implementation.

**Name: \_Kelly Wilks\_\_\_\_\_ Signature: \_By Email\_\_\_\_\_**  
**Date: 22/06/18\_\_\_\_\_**  
**Signature of Assistant Director of Human Resources and Communications (or representative)**

#### **Box 8**

##### **PROCUREMENT IMPLICATIONS:**

There are no procurement implications associated with the decision to ensure appropriate management cover is available at weekends and Bank holidays to support patient flow and discharges across the Health and Social care system and to reduce Delayed Transfers of Care.

**Name: \_\_Shaun Ferron\_ Signature: \_\_S A Ferron Date: \_\_26.06.18\_\_**  
**Signature of Assistant Director of Finance & Performance**  
**(or representative)**

**Box 9****ICT IMPLICATIONS:**

There are no direct ICT implications in relation to the proposed introduction of 7 day working for Team Leaders and Advanced Practitioners. However, please note that ICT do not provide any standard service desk support over the weekend, although critical ICT infrastructure is supported out of hours by ICT staff via existing standby arrangements.

**Name:** Peter Ward (Technology Governance & Support Manager)

**Signature:** [redaction]

**Date:** 19/06/18

**Signature of Assistant Director of Customers, Digital & ICT (or representative)**

**Box 10****ASSET IMPLICATIONS:**

There are no implications arising from the recommendations of this report that impact on the use of DMBC assets.

**Name:** Gillian Fairbrother (Principal Property Surveyor)

**Signature:** By email

**Date:** 18<sup>th</sup> June, 2018

**Signature of Assistant Director of Trading & Property Services  
(or representative)**

**Box 11****RISK IMPLICATIONS:**

**To be completed by the report author**

**Impact and Interdependencies if 7 day working is not available**

- There would be a likelihood of the number of delayed discharges from hospital increasing and putting funding at risk and more scrutiny from the government;
- There is a likelihood of poor patient experience;
- Greater risk of patient deterioration and infections resulting in early high dependency on formal care;
- Increased unnecessary length of stay;
- Breach of four (4) hour Health targets in A and E;
- Reduced Acute capacity for patients who require Acute Care;
- Potential for an increase in customer complaints.

**(Explain the impact of not taking this decision and in the case of capital schemes, any risks associated with the delivery of the project)**

**Box 12****EQUALITY IMPLICATIONS:****To be completed by the report author**

The proposed management availability will not have any impact on our communities. It will have a positive effect on the residents of Doncaster that require support to facilitate their discharge home following an acute illness.

The recommendation to include all relevant team leaders and Advanced Practitioners is to ensure equality and equity across the work force

I am aware of the Council's obligations under the Public Sector Equality Duty and the Council's commitment to show 'due regard' to the need to eliminate discrimination, harassment, and victimisation and other conduct prohibited under the Act. As the subject of this ODR relates to changing staff contracts that has no direct impact on communities or personal characteristics.

[redaction]

**Name: \_\_Tricia O'Connell Signature:**  
**(Report author)**

**Date: 15<sup>th</sup> June 2018**

**Box 13****CONSULTATION****Officers**

**(In addition to Finance, Legal and Human Resource implications and Procurement implications where necessary, please list below any other teams consulted on this decision, together with their comments)**

**Members**

Under the Scheme of delegation, officers are responsible for day to day operational matters as well as implementing decisions that have been taken by Council, Cabinet, Committee or individual Cabinet members. Further consultation with Members is not ordinarily required. However, where an ODR relates to a matter which has significant policy, service or operational implications or is known to be politically sensitive, the officer shall first consult with the appropriate Cabinet Member before exercising the delegated powers. In appropriate cases, officers will also need to consult with the Chair of Council, Committee Chairs or the Chair of an Overview and Scrutiny Panel as required. Officers shall also ensure that local Members are kept informed of matters affecting their Wards.

**Please list any comments from Members below:**

The Mayor and Cabinet approved the original staff consultation paper in April 2016 which highlighted the need to move towards extended hours including weekends and confirmed when appropriate further staff consultation would take place.

**Box 14**  
**INFORMATION NOT FOR PUBLICATION:**

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: \_09/07/2018\_  
Signature of FOI Lead Officer for service area where ODR originates**

[redaction]

**Box 15**

**Signed: \_\_\_\_\_ Date: \_12/07/2018\_  
Director of People Damian Allen**

**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**