

## OFFICER DECISION RECORD 1 FORM

This form should be used to record Officer Decisions in Excess of £100k (but below the key decision threshold), or where required by Financial, Contract or other Procedure Rules or following formal delegation from Cabinet or a Cabinet Member or a Council Committee.

**Decision Reference No:** AHWB.030.2019 - Backfill for MOSAIC implementation

**BOX 1**

**DIRECTORATE:** Adults Health and Well Being

**DATE:** 14<sup>th</sup> May 2019

**Contact Name:** Debbie Crohn

**Tel. No.:** 01302 737552

**Subject Matter:** Resourcing and backfill for MOSAIC implementation phase – Adults Health and Wellbeing Directorate

**BOX 2****DECISION TAKEN**

To backfill posts within the Adults Health and Wellbeing Directorate to support the implementation of the MOSAIC case management system. The backfill costs will include the recruitment of 3 Community Care Officer posts and 2 external trainers. The total cost in 2019/20 will be £121k.

**BOX 3****REASON FOR THE DECISION****Background:**

The Adults Health and Wellbeing Service (AHWb) face a number of challenges in the current economic climate arising from demand due to an aging population, fragmented services and an increased cost of delivering health and social care. As our local Place Plan documents we have a compelling vision where 'care and support will be tailored to community strengths to help Doncaster residents to maximise their independence, health and wellbeing'. Matt Hancock, Secretary of State for Health and Social Care recently stated in his speech about his vision for technology in the NHS:

"...We need technology that makes life easier for hard-working and often over-stretched staff. We need technology that can run basic tasks and processes more efficiently. This will save...money and free up staff time – money and time that can be better used to provide great care..."

This funding is being requested to ensure Adult Social Care (ASC) and Support achieves both their service objectives as well as delivery of the AHWb Transformation plan in relation to the implementation of the MOSAIC case management system. Backfill arrangements for the Subject Matter Expert (SME) and funding four trainers are now required to ensure AHWb service are

actively engaged in data migration, User Acceptance Testing (UAT), sign off of processes as well as providing an effective link between the programme team, as they have extensive working knowledge of current systems and practice.

The AHWb service have already allocated and delivered resources to the programme so far, including identifying 25 super users who will work with the programme in the run up to and post go live of the system, with no backfill arrangements in place thus delivering resources “in kind.” Although this commitment has not been quantified, its value in terms of time and resource committed is substantial and demonstrates the AHWb’s commitment and willingness to actively engage in the development and implementation of an effective case management system.

### **Current situation:**

We are now in the implementation stage of the case management system. Our approach to implementation has been revised and a decision was made by the DIPs Sponsoring Board to implement the Best Practice Configuration (BPC). This is the solution as purchased which meets all statutory and regulatory requirements. It is acknowledged that BPC may not include the requirements for all services to support improved ways of working. The priority criteria for managing changes needed as agreed by the Sponsoring Board are:

- Replace functionality currently in core legacy systems
- Replace functionality that is partially in core legacy systems and partly outside

The criteria is based upon an understanding that the timescales to implementation are extremely ambitious. Longer term (post go-live) there will be a full programme of work to implement additional functionality/changes that are not achievable for the current go-live dates. This approach will:

- Enable the business areas to move onto the system quicker as implementation time is reduced due to minimum changes.
- Provide an opportunity to start using the system ensuring changes are needed.

In order to have a consistent approach to change management and implementation, it has become apparent there is a significant resource expectation from the AHWb service, at a point when service demand levels remain high and the service is expected to deliver efficiencies and achieve significant savings targets.

Having worked closely with the programme team, the resources needed to ensure the service is actively engaged in the implementation of the system is a combination of subject matter expert, technical, training, testing, migration and reporting expertise which will be drawn from relatively small teams with high workload. The majority of this requirement will be met “in kind” with no backfill arrangements to be made. However, there are key roles where the expectation is that individual officers will play a critical function in the implementation phase, and where more formal arrangements will need to be in place to cover their business as usual activity.

Having worked closely with the DIP’s programme team this decision has been taken to ensure the service is actively engaged in the implementation of the system is a combination of subject matter expert, technical, training, testing, migration and reporting expertise which will be drawn from relatively small teams with high workload. The majority of this requirement will be met “in kind” with no backfill arrangements to be made. However, there are 5 key roles where the expectation those individual officers will play a critical role in the implementation phase, and where more formal arrangements will need to be in place to cover their business as usual activity.

These are:

### **Subject Matter Expert**

1 FTE commitment for 12 months

**Backfill costs £29,498 per annum** (Grade 7 – Top of scale)  
**Technical, testing and training leads.**

2 FTE commitment for 10 months to cover testing, training and development of Standard Operating Procedures

**Backfill costs £24,581 x 2 = £49,163** (Grade 7 – Top of scale)

**Recruitment of 2 external trainers for 45 days @ £475 per day equals £42,750**

**Total costs: £121,411** (This excludes the additional “in kind” commitment costs, estimated to be £224K).

In addition to this resource commitment, AHWb has already allocated an additional 450 officer hours to the current BPC workshops, although this figure excludes the finance workshops, so the actual commitment is higher.

Whilst it is anticipated levels of activity will taper as we approach the MOSAIC Go-Live, the current systems will need to be supported up to this point as they deliver statutory services that will require business continuity throughout. No backfill arrangements will severely limit our ability to support current systems and ensure that, at the point of Go-Live, there is no disruption to services.

### **BOX 4**

#### **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

N/A

### **BOX 5**

#### **LEGAL IMPLICATIONS**

For the back fill of posts, 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. When recruiting to this post consideration should be given to establishing it as temporary contracts for a fixed term and appropriate advice sought from HR and Legal. 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.

There are no legal restrictions on the use of Agency workers for a local authority. Doncaster MBC has a policy that regulates the use of Agency workers and care must be taken to ensure this policy as followed as when seeking authority to operate outside the policy this could create a precedent. 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. The

terms should be agreed prior to the commencement of the contract. There are regulations that govern the employment of agency staff which must be followed.

It is important that sight is not lost of the Council's recruitment, retention, and vacancy management policies, which should be followed.

**Name: Helen Wilson Signature: Helen Wilson Date: 04/06/2019**

Signature of Assistant Director of Legal and Democratic Services (or representative)

## **BOX 6**

### **FINANCIAL IMPLICATIONS:**

The backfill arrangements outlined in this report are anticipated to cost £121k. This will be met in the 2019/20 financial year. This is based on backfill of:

1fte – grade 7 (top of grade) for 12 months - £ 29,498

2fte – grade 7 (top of grade) for 10 months - £ 49,163

2 trainers - 45 days @ £475 per day equals -£ 42,750

**Total** **£121,411**

This cost will be funded using an allocation from the Service Transformation Fund (STF 137).

The Chief Financial Officer in consultation with the Chief Executive must approve any request for Service Transformation Funding, before any approved funds can be drawn down.

**Name: Nick Cameron Signature: [REDACTED] Date: 14/05/2019**

Signature of Chief Financial Officer and Assistant Director of Finance (or representative)

## **BOX 7**

### **OTHER RELEVANT IMPLICATIONS**

#### **HR Implications :**

The backfill Community Care Officers are established posts and have been through the Council's GLPC Job Evaluation system and therefore do not need re-evaluating:

Community Care Officer @ Grade 7 under JE ID 891

The new posts should be recruited to in line with Doncaster Council's Safer Recruitment policy, initially open to Redeployees before being advertised internally / externally and will need to be created on the HR portal prior to any appointment.

Given the contracts are subject to funding until March 2020 the following should be noted: Employees who complete 12 months continuous service accrue employment rights. Employees who complete 2 years continuous service accrue rights to a redundancy payment.

If the successful candidate will attain 12 months continuous service prior to the end of the temporary contract they will be eligible to access the Re-training & Redeployment procedure. To avoid having to retain the individual beyond the scope of the original contract terms they should be placed on the Redeployment 'Skillsbank' early enough to have 12 weeks registration incorporating their contractual notice period before the end of the contract.

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:** \_Bill Thompson Senior HR & OD Officer\_ **Signature:** Bill Thompson\_

**Date:** \_14/05/2019\_\_

**Signature on behalf of Assistant Director Human Resources, Communications & Executive Office (or representative)**

**ANY IMPLICATIONS SENT TO DEPARTMENTS SHOULD GENERALLY BE SUBMITTED AT LEAST 5 WORKING DAYS IN ADVANCE TO ENSURE THESE CAN BE GIVEN THE RELEVANT CONSIDERATION.**

**BOX 8**

**EQUALITY IMPLICATIONS:**

The decision has been taken in consideration of the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimization and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.

**BOX 9**

**RISK IMPLICATIONS:**

These roles are all business crucial roles and undertake initial assessments for older people, vulnerable adults and carer and complete a Care Act Assessment providing a care management

service for individuals with non-complex needs. These are business critical roles within locality teams as they

- Ensure lower level care act assessments are completed within the service standard of 6 weeks
- Compile annual reviews
- Complete Decision Support Tool for Continuing Healthcare Funding
- Support Duty task
- Provide a vital support role resource to allow Social Workers to pick up complex cases, which require a qualified practitioner.
- Support the delivery of Community Led Support
- Provide additional capacity within the team to enable us to develop and transform,
- Support our approach to early intervention and prevention as having individuals sat on a waiting list may mean individuals require formal support before they need it

If these posts are not back filled it will have a negative impact on the staff in the team and the team's performance overall. It will also have an impact on wider stakeholders including;

- Waiting times for assessments will be longer which may impact on our ability to manage transfers across the health and social care system
- Inability to complete annual reviews may result in missed opportunities to review longstanding packages of care
- Missed opportunities to approach Community Led Support (CLS) creatively
- The impact of leaving cases longer on the waiting list may mean service users hit crisis point earlier requiring formal services. These roles work closely with our wellbeing service, providing early intervention and support will encourage people to be independent as this underpins our strengths based approach to assessments and care management
- Savings identified as part of the transformation of adult social care will not be delivered

**BOX 10**  
**CONSULTATION**  
N/A

**BOX 11**  
**INFORMATION NOT FOR PUBLICATION**

In accordance with the Freedom of Information Act 2000, this decision will be published in full, redacting only the signatures.

**Name: \_Gillian Parker\_ Signature \_by email\_ Date: 04/06/2019**

Signature of FOI Lead Officer for service area where ODR originates

**BOX 12**  
**BACKGROUND PAPERS**

Please confirm if any Background Papers are included with this ODR NO

(If YES please list and submit these with this form)

**BOX 13  
AUTHORISATION**

Name: Damain Allen Signature :



Date: 10/06/2019

Director of People

**Does this decision require authorisation by the Chief Financial Officer or other Officer**

YES/

If yes please authorise below:

Name: Steve Mawson Signature:



Date: 14<sup>th</sup> June 2019

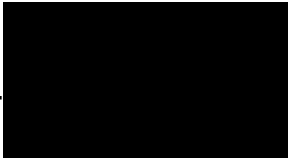
Assistant Director of Finance and Chief Financial Officer

**Does this decision require authorisation by the Chief Executive Officer or other Officer**

YES/

If yes please authorise below:

Name:   Damian Allen   Signature: \_\_\_\_\_



Date:   21/06/2019  

Consultation with Relevant Member(s)  
N/A

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Designation \_\_\_\_\_

Declaration of Interest YES/NO

If YES please give details below:

**PLEASE NOTE THIS FORM WILL BE PUBLISHED ON THE COUNCIL'S WEBSITE IN FULL UNLESS IT CONTAINS EXEMPT OR CONFIDENTIAL INFORMATION.**

Once completed a PDF copy of this form and any relevant background papers should be forwarded to Governance Services at [Democratic.Services@doncaster.gov.uk](mailto:Democratic.Services@doncaster.gov.uk) who will arrange publication.

It is the responsibility of the decision taker to clearly identify any information that is confidential or exempt and should be redacted before publication.