

APPENDIX 1

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.039.2021 STEPS Increase Capacity within Steps to meet Demand upon service and support people to return and remain at Home

BOX 1

DIRECTORATE: Adults, Health and Wellbeing
Contact Name: Author Kelly Siddons

DATE: 06/09/21
Tel. No: 01302 735714

BOX 2

DECISION TAKEN

To increase the staffing capacity within STEPS to ensure adequate provision to meet increasing demands upon the service, to support people to remain and return home following a period of illness.

The Improvement and Recovery Board have acknowledged the need to increase capacity within STEPS (Short Term Enablement Programme), building on the existing offer in place. The aim being to enable more joined up work and engagement with NHS Partners, to facilitate and support the implementation of the hospital discharge policy. This will, in turn, increase the number of people being positively supported to return home, at home, maximising a 'strengths based approach'; connecting people to their communities, enabling people to live independently, focusing more resource in the community and to supporting people to return home following hospital discharge, rather than to short or long-term residential care/support.

The additional capacity will create 200 additional support hours and an additional 74 hours of assessment and review time each week. This additional support enables the service to assess and review people in a more timely way, creating better flow through the services and reducing delays and long-term costs, via an invest to save approach.

This table provides a breakdown of the staffing requirements:

	Min Salary	Max Salary	Posts	Hours	Min Budget Req	Max Budget Req
STEPS Support Worker - 8 x 25 hour contracts – Grade 6	£24,530	£25,570	8	200	£132,594.59	£138,216.21

Case Manager – 2 x 37 hours – Grade 7	£27,210	£30,680	2	74	£54,420.00	£61,360.00
					£187,014.59	£199,576.21

It is proposed to fund the growth in STEPS by a combination of

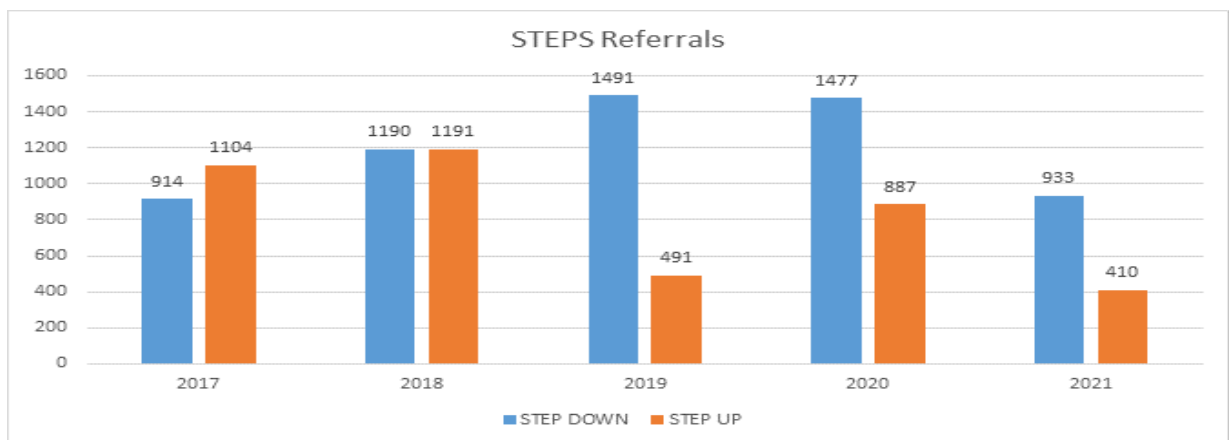
- beginning to deliver the current bridging service internally (circa £70,000 from the existing contract, due to end February 2022). This will enable flexibility at the point of discharge to either bridge a service or begin the reablement process. The hours to be delivered re bridging are included in these costings.
- The increasing capacity will in the longer term support a reduction in the use of Short Term care, the total number of people that would be supported within 200 hours care equivalent to STEPS supporting an additional 8 people per week. The reduction in costs within the Short Stay residential budget will therefore be used to cover the increased staffing costs of this decision

There would be costs associated with the recruitment and induction of staff prior to any recognised savings being achieved for a period of 6 weeks.

The funding requirements are ongoing based on evidence provided of demand and capacity shortfall, described in Box 3 below.

BOX 3 REASON FOR THE DECISION

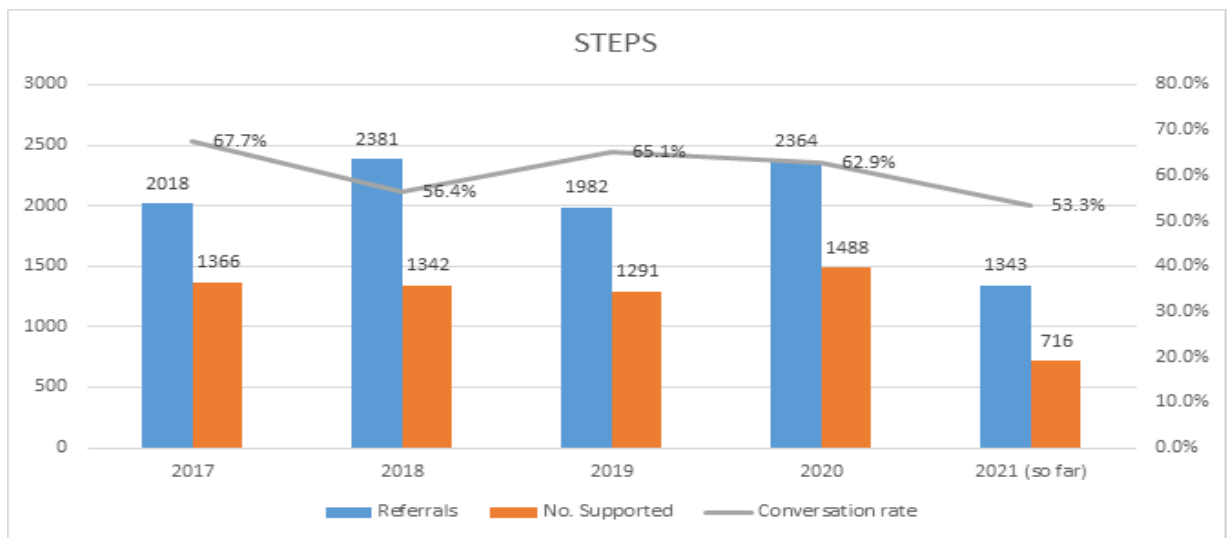
The data table shows evidence of an increasing number of referrals into STEPS via hospital discharges, for both single and double-handed packages of care.



Where there is a capacity shortfall, evidence suggests in the current system that people either are placed in short-stay care, or can miss the opportunity to access Intermediate Care services

at home. This can result in people being prescribed a traditional care package that “does for people” rather than an enabling approach of “doing with”, which has been identified as being more effective.

The following graph highlights the shortfall seen consistently between referrals and provision since 2017.



In 2020, for example, STEPS received 2364 referrals, with only 1488 people receiving support at home. This leaves 876 people that were not able to receive the support they needed at home (reason not identified).

The Improvement and Recovery Board have acknowledged the need to increase capacity in STEPS, with the Directorate Leadership Team agreeing a staged-approach to this in order to ensure increased capacity prior to Winter/Winter Pressures. This additional capacity will enable the team to respond in a more timely way to referrals and be proactive in reviewing people’s needs, as they are identified, thus reducing long-term cost.

The additional care capacity will provide much needed availability to meet some of the short fall (as highlighted above) and enable STEPS to implement the ‘pull’ model approach. Supporting those identified as needing 2 workers to return home sooner where their needs will be assessed, identifying whether or not we can implement single handed care at home. This capacity will also be used to support those people requiring bridging whilst a care package with a long term provider is sourced.

BOX 4

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

OPTION 1 – Increase the staffing resource within STEPS

To increase the staffing resource within STEPS to enable more people to benefit by returning home, maximising their independence and preventing or delaying the need for longer-term services, reducing the need for short-term placements in a residential setting.

RECOMMENDED

OPTION 2 – Maintain existing service provision

Maintaining current levels of service provision will result in the lack of capacity to meet the current demands upon the service.

This option will result in greater numbers of people entering short term with the potential of them losing further independence and risking the need for them to need ongoing long term residential care

REJECTED

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.

If the proposal is temporary in nature, it is advisable to set up a temporary contract for a fixed term. Any employee regardless as to whether or not they are employed for a fixed term obtain certain employment protection, which includes protection from unfair dismissal after 2 year's employment service. In order for liability in relation to 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 will exceed 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.

The Council has a policy covering recruitment which should be followed.

Name: Scott Fawcus Signature: S.R. Fawcus Date: 27.09.21

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

BOX 6**FINANCIAL IMPLICATIONS:**

The total cost per year for 8 Short Term Care placements is estimated to be £226,370.56 per year, based on £544.16 standard residential care rate x 8 people x 52 weeks. This is based on the current contracted residential care rate, some placements may in fact be more costly.

As identified in the body of the report, the total amount of funding requested is between £187,014.59 and £199,576.21.

It is proposed that ultimately this decision will be self-funding, with the reduction in short-stay placement costs identified above (£226k per annum) being used to meet the additional staffing costs required (up to £199k as outlined in the report). From February 2022 the bridging service will also be delivered by STEPS, freeing up a further £70k of funding. There is a small cost to the proposal in this financial year however. This is set out below:

	21/22	22/23 / ongoing	
	£'000	£'000	
Staffing required	83	200	Assuming a start date of Nov'21
Bridging contract budget	(8)	(70)	
Short stay resi cost reduction	(60)	(226)	Assumes impact seen from mid-Dec 21 (6 weeks after start date)
Net cost/(saving)	15	(96)	

The temporary cost in 21/22 will be funded from the Adult Social Care Transformation earmarked reserve.

Whilst it is estimated to deliver the savings outlined above these are dependent on the expected reduction in short stay residential care being delivered. Any saving from this will be attributed to the Adults Recovery & Improvement Board savings target for 2022/2023 (£250k).

Name: Paul Williams Signature: by email_ Date: _23/09/2021_

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

BOX 7**OTHER RELEVANT IMPLICATIONS****Human Resources**

The Grade 6 STEPS Support Worker and the Grade 7 Case Manager posts are both established posts and have been through the Council's GLPC Job Evaluation system and therefore do not need re-evaluating.

The 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 then 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: **Esther Latham** Signature:  Date: **23/09/21**

Signature of Assistant Director (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: (To be completed by the author).

There are equality implications with a failure to increase the current capacity

There is strong evidence that highlights that Home First:

- Improves outcomes and independence for a high proportion of those accessing the service
- Reduces unnecessary hospital admissions and reduces the length of stay
- Reduces the number of residential care admissions, both long and short stay
- Will deliver system wide savings and sustainability in meeting the demands of an aging population

BOX 9**RISK IMPLICATIONS:** (To be completed by the author)

Failure to increase capacity will:

- Likely lead to earlier admission to permanent residential care.
- Increase the costs of social care as we are unable to support people to remain safe in their own home.
- Delay hospital discharges to peoples own homes in a timely way, as per the Hospital and Community discharge policy
- Continue to see a shortfall between capacity and demand within the service.

This first stage of increasing the capacity within STEPS will enable more people to remain or return home, with the aim of increasing independence and maximizing the opportunity for people to live safely in their home and within their community.

BOX 10**CONSULTATION**

No consultation has been undertaken in support of this, although it was discussed with key internal partners as part of the wider Home First project work and provides a solution that enables us to support more people to return home.

Unions have been informed of this and have no objections

BOX 11**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: 23/09/2021

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 YES/NO

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



Home First STEPS -
RIA Plan v3.docx

Recovery and Improvement Board paper



Home First STEPS -
Business paper.docx

DLT business paper

**BOX 13
AUTHORISATION**

Name: Phil Holmes Signature: _____

Date: 07/10/2021

Director of Adults Health and Wellbeing

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

YES/NO

If yes please authorise below:

Name: _____ Signature: _____ Date: _____

Chief Executive/Director/Assistant Director of _____

Consultation with Relevant Member(s)

Name: _____ Signature: _____ Date: _____

Designation _____

(e.g. Mayor, Cabinet Member or Committee Chair/Vice-Chair)

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 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.