

## 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: AWC.041.2023 Home First – Structure and Staffing V2

**BOX 1****DIRECTORATE:****DATE:** 18<sup>th</sup> December 2023**Contact Name:** Kathryn Anderson-  
Bratt**Tel. No.:****Subject Matter:** Home First – Structure and Staffing**BOX 2****DECISION TAKEN**

To approve revision of the current Home First portfolio structure as outlined within this report.

**BOX 3****REASON FOR THE DECISION**

The Home First portfolio within Integration and Partnerships, Adults Wellbeing and Culture covers a wide range of services including Care Quality Commission (CQC) registered in house provision (domiciliary care and residential reablement care), home alarms response, occupational therapy, adaptations and hospital discharge social work services (IDT). There are 5 key priorities within the Home First portfolio linked to the Local Account and the Practice Framework within Adults Wellbeing and Culture:

- **Improve local access to social work and occupational therapy that works preventatively alongside people and communities to increase their quality of life**
- **Help more people to leave hospital and mental health in-patient stays promptly, increasing the proportion of people who return home and regain independence and increase opportunities for local people with lived experience of care and support to influence Doncaster's approach, from improving our services to recruiting the right people**
- **Ensure public information and advice about rights (including to independent advocacy), responsibilities and sources of support is routinely available and accessible**
- **Increase the number of people who maintain or regain their independence by improving access to equipment, technology and housing support**
- **Make support at home more accessible to people who need it by developing a more personalised and local approach that improves satisfaction and outcomes**

There is opportunity to revise the Home First portfolio structure to support the priorities outlined above due to current staffing changes within the service.

Detail of the current structure is shown within the attached chart:



Home First Current  
Structure

There are recommendations for three posts within the structure as outlined below:

### **Service Manager – Home First**

A business case was prepared previously which outlines the current position within Adults and provides the rationale for the requirement to recruit to the Service Manager within Home First (Grade 12). This post was previously agreed on a temporary 2-year basis funded through the Transformation Fund for 22/23 and 23/24. We are now requesting that the post be recruited to permanently.

In order to meet demand and have adequate capacity within Home First as outlined within the business case for the Service Manager role it is recommended that the Service Manager post within Home First is required to continue to develop services in line with the key drivers and recent policy, as well as further improve quality and delivery of services within Home First enabling more people to return and remain at home and reduce pressures in both hospital and on residential care.

The key areas of responsibility will be:

- Hold oversight for all Home First CQC (STEPS (Short Term Enablement Programme) and Positive Steps Unit) and HEART (Home Emergency Alarm Response Team) provision, including compliance and performance, flow and working with partners to ensure quality provision in line with local and place strategies.
- Lead on the strategic and operational developments within all services
- Develop new practice models, linking with the Principal OT/Practice Lead to ensure any changes in practice are co-produced with people with lived experience
- Lead on ongoing transformation projects and supporting services to become efficient and achieve savings targets planned.
- Represent Adult social care at a system level to ensure effective flow and be the point of escalation where required as per the framework agreed with partners.

This role will provide strategic oversight and link operationally with managers, partners and the people of Doncaster across Home First ensuring Adult Social Care has a strong voice in the development of provision. Providing additional management support across Home First and lead on necessary reviews of policy as identified in the Home First Portfolio plan. Leading the development of policy and practice aligned to the direction of travel and any changes to national initiatives and legislation.

As agreed with Finance it is expected that the Transformation Fund will continue to fund this post for the initial 2 years until October 2024. At the end of the 2-year period, it is anticipated

that this post will then be funded through efficiencies and service improvements across the Home First service area however, this will be confirmed during 2024/2025.

### **Service Manager – Occupational Therapy/Adaptations**

The Occupational Therapy service has seen significant transformation over the last 2 years resulting in a substantial decrease in the waiting list for assessment. This has resulted in people receiving contact within 2 days of referral into the service. A service review is currently being completed to outline further developments for the service to work towards over the next 2 years.

The transformation within Occupational Therapy has had an impact on the current position within the Adaptations Service, due to the high number of referrals managed through OT within the last 12 months, there is now a significant delay in the timeframe for Adaptations to be completed. A report on actions to be taken within the service to remedy the position is provided below.



Adaptations report  
November 2023.docx

In order to support the ongoing development of the Occupational Therapy and Adaptations service it is proposed that the current (vacant from 3<sup>rd</sup> January 2024) Occupational Therapy Team Manager (grade 11) post is deleted and a new Service Manager (grade 12) post is created. The Service Manager will have operational responsibility for both services with the Partnership Manager, Adaptations Manager and 3 Advanced Practitioners (Occupational Therapy) reporting to them.

The key areas of responsibility will be:

- Operationally manage the Occupational Therapy service, Adaptations service and the Partnership Manager
- Lead on the strategic and operational developments within both services
- Develop new practice models, linking with the Principal OT/Practice Lead to ensure any changes in practice are co-produced with people with lived experience
- Implement the actions to improve the Adaptations service and reduce current waiting times
- Lead on ongoing transformation projects, and supporting services to become efficient and achieve savings targets planned.

Creation of this post will provide additional management support to the Head of Service – Home First to ensure they are able to take an active lead in strategic developments across the Home First portfolio.

Prior to the current postholder joining Doncaster 18 months ago, recruitment to the Occupational Therapy Team Manager was challenging with the post unoccupied for over 18 months. A series of recruitment campaigns were completed and in order to recruit the current postholder a 'golden hello' payment of £5k was provided along with £7k relocation expenses. It is expected

that a recruitment campaign for the Team Manager role without the changes outlined above would prove to be challenging once again. It is expected that recruitment to the Service Manager role will result in experienced applicants who are currently operating at the Team Manager level in other authorities and partner organisations.

### **Partnership Manager**

The role of the Partnership Manager within Home First is to:

- Provide strategic and effective contract management, expertise and leadership to the high value and high-risk integrated community equipment service that meets the needs of children and adults living in the community.
- Act as Strategic Lead and a key point of reference for issues relating to ICES (integrated community equipment service) including responsibility for the production of reports in areas such as performance, budget, and contracting and risk management.
- Analyse management information produced by the Service Provider and other activity and demographic information including financial forecasts to facilitate effective budget management and makes recommendations on future demand and investment.
- Provide appropriate challenge and support clinical and non-clinical prescribers across the Health and Social Community to ensure the most effective and efficient delivery of community equipment services.

The current Partnership Manager role within Home First is a temporary position that is due to end in March 2024. The role is currently funded through non-recurrent BCF (Better Care Fund). Both the Council and Integrated Care Board (ICB) are committed to continue to fund this role on a permanent basis and agreement has been made for this to be mainstream funded for 2024/2025 onwards. Council funding for this role will be achieved through efficiencies within the equipment budget. The management of this role will move from the Head of Service to the Service Manager – OT/Adaptations.

### **Principal OT/Practice Development Lead – Home First**

The current postholder within the Principal Occupational Therapy role is due to leave to another post in the first quarter of 2024. This provides an opportunity to review the scope and responsibility of the post to include wider scope on Practice Development across the Home First portfolio.

At the current time the post does not manage any officers or teams. It is recommended that revision is made for the Workforce Development Team to report directly to the post (with the exception of the Officer within the Workforce Development Team who manages the Social Work progression and ASYE – Assessed and Supported Year in Employment (first year social workers) programme – this role is covered under Principal Social Worker), this provides opportunity to shape the workforce strategy to support the vision of Adult Social Care across all areas of practice.

It is also recommended that the role is redefined to include a specific requirement on practice development across the Home First portfolio. The current post holder was pivotal in the changes

made to the Occupational Therapy service over the last 18 months, however, there are several other areas within Home First that would benefit from a development model and revision of this post would allow those areas to be explored.

The post would continue to report directly to the Assistant Director – Integrations and Partnerships, however, they would have a matrix management arrangement with the Head of Service – Home First.

The proposed revised structure is detailed within the chart below:



Proposed Home First  
Structure

### **Principal Social Worker**

As part of the review of the Home First structure, consideration has been given to the role and responsibility of the Principal posts within Adults Wellbeing and Culture to ensure they are able to continue driving forward practice development and support of the staff teams across the service. At the current time there is an Interim officer in the post of Principal Social Worker and therefore this provides opportunity to consider the areas of responsibility.

At the current time the Principal Social Worker post does not line manage any posts or teams. It is recommended that the Principal Social Worker directly line manages:

- Social Work Development Manager within Workforce Development that undertakes the Social Work progression and ASYE programme
- The Quality Assurance Officer from the Safeguarding Hub/DoLS service who currently undertakes the auditing and performance returns for safeguarding and Deprivation of Liberties Safeguarding (DoLS)
- The DoLS Team

Line management of these roles will provide the Principal Social Worker with opportunity to develop social work practice across the service and provide additional management resource within the Adult Social Care portfolio.

#### **BOX 4**

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

Continue to appoint posts in their current establishment without any changes – due to the ongoing development and pressures within Home First this option would not provide the long-term capacity within the structure to provide oversight and operational direction.

## **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.

Where a permanent contract of employment is entered into, this will continue until the employee or the Council choose to end the contract. A contract must be terminated in accordance with any express or implied terms to avoid a claim for breach of contract.

The Council should note that time spent on a fixed term contract immediately before a permanent contract will count towards continuous service in order for employment rights to be conferred.

The Council's recruitment, retention, and vacancy management policies should be followed and HR advice should be sought.

For those roles with existing posts being given additional responsibility the terms and period of the enhancement must be set out in writing and a job evaluation exercise conducted.

If the Council are varying the employment contract of a current postholder (rather than entering into a new contract) then a consultation process should be followed in relation to the changes. The proposed changes should be discussed with the affected employee and effective consultation should take place. If the changes are agreed then these should be confirmed in writing. Appropriate advice should be sought. If the changes are not agreed and the consultation process has been exhausted, the Council could give notice and impose the change. This will likely amount to a breach of contract – the employee may be deemed to affirm if they continue to work under the change and do not inform you that they do not agree. The employee may continue to work but under protest and formally raise the issue (e.g. a grievance), or they could resign and claim constructive dismissal.

**Name: Chloe Davies    Signature: C.Davies    Date: 20/12/2023**

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

## **BOX 6**

### **FINANCIAL IMPLICATIONS:**

Service Manager – Home First – this decision makes this Grade 12 post permanent at a cost of £69,930 to £74,420 per year. The post is currently funded from the Adult Social Care Transformation earmarked reserve until October 2024. By this date the service will identify where the post is to be funded from permanently, based on the improvements it is expected to deliver throughout the Home First service.

Service Manager – Occupational Therapy/Adaptations This is a new Grade 12 permanent post. It will be funded primarily by deleting the existing, vacant Grade 11 Occupational Therapy Team Leader post (Grade 11). This will leave a shortfall of between £5,000 to £10,000 per year, depending on the scale point appointed to. This will need to be managed within the service and permanent budget identified in due course as the post delivers the service improvements identified in the body of this report.

The Partnership Manager (Grade 10) post is a temporary post currently funded from non-recurrent BCF funding until 31/03/24. This decision makes the post permanent at a cost of £56,820 to £61,995 per year. This will be funded jointly between AWC and the ICB. The AWC

element of up to £31,000 will be met from the ICELS budget from April 2024. The Principal OT, Principal SW and Practice Development Lead posts are all already permanent posts and the changes outlined in the body of the report are not expected to have any financial implications.

**Name: Paul Williams**

**Signature:**

**Date:20/10/23**

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

## **BOX 7**

### **OTHER RELEVANT IMPLICATIONS**

#### **HUMAN RESOURCES**

The Service Manager – Home First is an existing temporary post, currently vacant, any revisions to the role can be made without consultation but there should be a recheck of Job Evaluation following the revisions (e.g removal of OT aspect) to ensure grading is correct.

The Service Manager – Occupational Therapy/Adaptations is a new role and requires a Job Role Summary and associated documents. There will be a need for Job Evaluation for this post. To create this role there will be the deletion of the Team Leader role which can be done without consultation as the post is currently vacant, however there should be some comms out to the team so they are aware of this change.

It is unclear if the Partnership Manager is an established Doncaster CC post and therefore we need to determine if a Job Role Summary and Job Evaluation is already in place, if not these will need to be created.

For this post there is potentially a temporary member of staff in place. 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. Employees with 1 years service also have redeployment rights which needs to be considered when filling these new role/s.

The Principal OT/Practice Development Lead and Principal Social Worker are both established permanent roles which are both vacant. Revisions to these roles can be made without consultation (as they are vacant) but there should be a recheck of Job Evaluation following the revision to ensure grading is correct.

Once approved – the Manage HR system requires updating and new posts should be created. Once redeployment has been considered these posts should be filled as normal following the Recruitment and Selection Procedure

**Name: Amy Todd, HR Business Partner**

**Signature: Date: 20<sup>th</sup> December 2023**

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 no equality implications as these posts would be recruited through the Council recruitment procedures.

**BOX 9**

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

Risk implications should the request be declined:

- Insufficient capacity to deliver the Adult Social Care Home First need long term
- Failure to recruit to the temporary Service Manager post and the Occupational Therapy Team Manager post
- Insufficient capacity to deliver the identified actions on the Home First portfolio linked to the developments associated with the Hospital and Community discharge guidance.
- Insufficient capacity to develop and lead CQC services
- Insufficient capacity to deliver improvements to the Adaptations service and sustain the ongoing improvements within Occupational Therapy

**BOX 10**

**CONSULTATION**

Consultation has taken place with required personnel within Adults Wellbeing and Culture

**BOX 11**

**INFORMATION NOT FOR PUBLICATION**

In accordance with the Freedom of Information Act, 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: 21/12/2023**

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)

**Adaptations Report – November 2023**

**BOX 13  
AUTHORISATION**

Name: Phil Holmes Signature:  Date: 22/12/2023

Director of Adults Health and Wellb

**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](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.