

* Name of proposal/policy	Staffing and Effective Structure	* Budget number	16-001-06
* Service area responsible	Adults	* Cabinet meeting date	13 th December 2016
* Name of completing officer	Anna Earnshaw	* Approved by Director / Assistant Director	Anna Earnshaw
* Version	1.2	* Date	6 TH February 2017

PART A

* Section 1a: Description of proposal under consideration/development	* Section 1b: Is this new or existing? Does it link to current provision?
<p>In preparation for the Next Generation vehicle NASS (Northamptonshire Adult Social Services), we propose to develop and implement a revised staffing and management structure for all elements of Adult Social Care Services.</p> <p>This will also need to support the Sustainability and Transformation Plan (STP) in which the Health and Social Care system will be more focused on community solutions and our business plan objectives focused on promoting independence and the more effective management of complex and long-term cases.</p> <p>The new structures will be based on a new TOM (target operating model) which will bring together the current Adult Social Care Activity, Olympus Care Services (OCS) and elements of the current Commissioning services.</p>	<p>The Next Generation Council federated model requires that the new vehicle has a financially sustainable structure based on the appropriate balance between the anticipated resources, expected caseload and operational practice.</p> <p>Part of the structural review and changes will also consider the current activity of OCS and the opportunity to review and refine the provider services should continue to be delivered in NASS. There will also be an opportunity to consolidate activities, management structures and staffing distribution.</p>

*** Section 2: How does this align with the Council Plan/ corporate priorities/ partnership strategies and plans/ Next Generation Council?**

Delivers increased wellbeing and/or safeguarding by ensuring that...	✓
People of all ages are safe, protected from harm and able to live happy, healthy and independent lives in our communities	✓
People have the information and support they need to make healthy choices and achieve wellbeing	✓
People achieve economic prosperity, in a healthy, low carbon economy which gives access to jobs, training and skills development	
Communities thrive in a pleasant and resilient environment, with robust transport and communications infrastructure	
Resources are utilised effectively and efficiently, in coordination with partners and providers	✓

Does it align with any NCC/ partnership strategies and plans? (if so, please list below)
Next Generation Council; Better Care Fund Plan; Sustainability & Transformation Plan

Does it support the transformation into a Next Generation Council? (if so, please explain below)
Yes. Service delivery models will be changed and aligned to the TOM (target operating model) for NASS (Northamptonshire Adult Social Services) as part of the overall organisational transformation to implement the federated operating model of the Next Generation Council. The development of this project will put a sustainable structure in place to best deliver the emerging model within the constraints of the available resources, while giving appropriate consideration to anticipated caseloads. In the new model there will be no duplication of roles where the function or skills can be provided through existing NCC group capabilities. The new processes within NASS will also ensure more rigorous controls in terms of finance, debt and income.

*** Section 3: If this relates to a statutory duty, please give details of the relevant legislation below:**

Assessment of eligibility and associated service provision is statutory. The principal duties are embedded in the Care Act 2014 and the Mental Capacity Act 2006. Any new structure must be capable of meeting the authority’s statutory duties and maintaining safe and sustainable services.

Section 4: Have other alternatives been considered?

We have looked at leaving OCS and ASC as separate entities but following two external reviews and the TOM we have concluded that bringing the two back together will remove duplications and inefficiencies in hand-offs and allow us to effectively utilise in-house provision only where we are lacking supply in the market or where that supply is excessively priced.

A robust staffing and management structure is essential for the delivery of the TOM within the federated model. Structure options will be considered in developing a proposal and the proposed structure will be subject to appropriate consultation before final implementation.

* Section 5: Financial / resource implications

a) Costs (e.g. invest to save)

POTENTIAL INVESTMENT ITEMS

- Transitional staffing resource
- Training
- Communications
- Project and programme management
- Additional services – LGSS

b) Staffing implications

It is likely that approximately 35 posts will be deleted from the current establishment across ASC, OCS & Adults commissioning in order to meet the financial savings required. The final number will be confirmed following some further reviews in December 2016. Wherever possible this will be achieved through routes which do not require compulsory redundancy.

c) Savings

Proposed savings:- £800,000 in 2017-18

Section 6: Has a similar initiative/proposal been implemented elsewhere? What were the benefits or risks? Are there lessons that can be learned?

Not applicable. Staffing structure will be designed specifically to meet the needs and resources of NASS and the anticipated caseload and roles required in the new TOM to deliver the business plan outcomes.

THIS SECTION HAS REPLACED THE EQUALITY IMPACT ASSESSMENT FORM AND MUST BE COMPLETED TO DEMONSTRATE COMPLIANCE WITH THE EQUALITY DUTY

*** Section 7: Who will be affected by this proposal? (this may be service user data, or be based on a particular geographical area or more general population data depending on the proposal)**
 Include demographic information where this is available e.g. breakdown by gender, age, ethnicity, disability etc. BIPI can support with the provision of data.

You may include staff, partner organisations and any other stakeholders who might be affected by the proposal.

Data Source (include link where published) and summary of what it tells us for example “X number of people use this service, X are male, Y are female etc”	Why is this relevant to the proposal?
To follow as part of the development of the proposal and the ongoing development of the EqIA.	

*** Section 8: Based on the above information, will this proposal have an impact on the following? ✓ the relevant box for each line and then expand on the reasons why in Section 9**

	Positive	Negative	Neutral	Unsure
<u>Age</u>				✓
<u>Disability</u>				✓
<u>Gender reassignment</u>			✓	
<u>Marriage and civil partnership</u>			✓	
<u>Pregnancy and Maternity</u>			✓	
<u>Race</u>			✓	
<u>Religion or Belief (or No Belief)</u>			✓	
<u>Sex</u>				✓
<u>Sexual orientation</u>			✓	

* Section 9: Initial impact	
* Section 9a: From your analysis in section 8 above, please explain the positive implications	
N/A	
* Section 9b: From your analysis above, please explain why you have categorised any implications as neutral	
We have no reason to believe that the proposal will have an impact on people with the protected characteristics listed above and assessed as neutral.	
* Section 9c: From your analysis above, please explain the negative implications	* Section 9d: What actions have you identified to mitigate any negative implications?
N/A	N/A
* Section 9e: From your analysis above, please explain the areas where you are unsure of the impact	* Section 9f: What actions have you identified to fill gaps in information?
<p>The new structure is under development and therefore needs more work and consultation with staff before it is possible to be clear on what it will look like in the future. This means at this time we are unable to confirm what impact this will have on customers in terms of front-line services. However, we are clear that the proposed change is intended to get things right at the ‘front door’ i.e. when people first come into contact with Adult Social Care, so that they can get the support they need, whether that is from the Council or from elsewhere, as early as possible.</p> <p>Resources will continue to be focused on targeted early help as part of a new short term support service designed to help people to stay independent and in their own homes, help them get home safely after a hospital admission and re-abled after illness.</p> <p>The services will focus on the need for ongoing intervention and support for more complex and long-term needs. The service will focus on providing ongoing enablement solutions to help customers live their life independently and reach their potential by focusing on life outcomes and quality of life, not just addressing need.</p>	<p>Ongoing work to develop the new structure, along with staff consultations. This will be informed by business intelligence on service users to ensure that the new structure is fit for purpose.</p>

<p>We have no reason to believe the changes will have anything other than a neutral effect on the categories shown as such above.</p> <p>It is acknowledged that this will have an impact upon staff, but the staffing changes will be managed using NCC HR policies, which have had equality impact assessments carried out on them, and in accordance with employment laws.</p>	
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* Section 10: Internal considerations: are there any implications for the following?		
	✓ or X	If there are any implications, please explain them here and identify any actions you may need to take as a result
Staff	✓	There is a risk that a restructure of this scale can impact upon staff morale and performance. It is planned to mitigate this by means of a robust consultation and engagement programme which will emphasise the operational benefits and individual opportunities which the new structure presents.
Financial (NCC)	✓	The staffing reductions may result in significant redundancy payments being due
Legal	X	
NCC Policy	X	
Performance	✓	There is a risk that a restructure of this scale can impact upon performance. It is planned to mitigate this by means of appropriate transitional arrangements and regular monitoring by SMT during and after transition.
Data quality / information security	✓	There is a risk that a restructure of this scale can impact upon the quality of data provided by teams. It is planned to mitigate this by means of appropriate transitional arrangements and regular monitoring by SMT during and after transition.
IT	✓	As part of the creation of NASS IT will need to be consolidated and rationalised and less staff assets will be needed
Strategic assets	✓	As part of the creation of NASS Property Assets will be consolidated and rationalised.

LGSS / federated bodies	✓	The implementation of a new directorate structure will require input from LGSS HR in order to ensure that the proposed structure is compliant with corporate standards, has robust job descriptions, has an appropriate job evaluation undertaken on all new roles, and ensure that the new structure is input correctly to the ERP system for salaries.
Procurement	✓	As part of the creation of NASS LGSS Procurement are likely to have a greater role in overseeing strategic sourcing, contract competitiveness and forward planning for procurement.
Project support	✓	As part of the creation of NASS Procurement the BTT resource are likely to provide all project and programme resource.
Other (if appropriate)	X	

*** Section 11: External considerations: are there any implications for the following?**

	✓ or X	If there are any implications, please explain them here and identify any actions you may need to take as a result
Community impact	✓	The intention is to deliver positive community impact. However, as with ongoing service delivery, care will need to be taken in delivery in order to ensure that all sectors of the community are able to access appropriate services during and after the transition to the new structure. The planned use of the brokerage service is expected to have a positive impact on the use of community groups and other preventative services.
Impact on the consumer (e.g. communication needs, access, rurality, complaints)	✓	As noted, changes to service delivery need to be well understood and clearly communicated to customers in order to ensure that they are not perceived badly and result in appeals/complaints. As with current services, the context of provision in a predominantly rural county need to be taken into account when devising the new structure in order that specific needs continue to be met appropriately.
Reputation	✓	Changes in service delivery patterns and the general customer pathway will require clear understanding and effective communication to avoid the perception that staffing changes are equated with service cuts in the minds of customers and the wider public.

Political	✓	See the comment on “Reputation”. The changes in pathway and delivery will need to be clearly understood and widely advocated.
Partners	✓	The staff structure changes proposed have the potential to impact upon Health, providers in the Community and Voluntary Sectors, and upon partners in the other NCC federated companies, i.e. Children’s (at point of customer transition) and First for Wellbeing (changes in emphasis and evaluation related to prevention) so early involvement, common understanding and positive communication will be needed as the projects develop.
Human Rights	X	No impact is foreseen
Health impact – individual	✓	The planned transformations in Learning Disability and Mental Health are expected to have a positive impact on the outcomes for these customer cohorts
Health impact – wider community	✓	The planned use of the brokerage is expected to have a positive impact on the use of community groups and other preventative services.
Economic impact - individual	X	No impact is foreseen
Economic impact – wider community	X	No impact is foreseen
Community Safety impact	X	No impact is foreseen
Environmental impact	X	No impact is foreseen
Consultation	✓	See comments in other sections regarding the requirements for consultation and communication.
Other (if appropriate)	X	No other impact is foreseen

Based on the impacts and considerations above, please identify the RAG status

RAG Status	Overall RAG	Time	Proposal Delivery	Cash Saving	Risk	Issue	Dependency
	Amber	Green	Amber	Amber	Green	Green	Green

* Section 12a: What are the risks associated with NOT implementing the proposal? (tick if applicable)	✓	* Section 12b: What actions have you identified to mitigate the risks? Will anything in the current arrangements need to be changed to acknowledge this risk? Is implementing the proposal the only way to mitigate the risks?
Non-compliance with legislation or NCC policy	✓	The current staffing structure does not appropriately reflect the agreed TOM for NASS, so is not sustainable going forward into the new federated organisation.
Financial	✓	If the structure is not changed, costs will exceed the allocated budget, which will impact upon service provision.
Change in performance/ data quality/ information security		N/A
Reputational/ Political	✓	The Council has agreed the federated operating model and the associated TOM, so there is a reasonable expectation that staffing structures will reflect these. Any decision to downsize the work of OCS may be seen as contrary to the positive messages about its growth and income generation over the years.
Increase in complaints and/ or legal challenge	✓	There is a risk of legal challenge if the new DOLS capacity is not added to the structure to process the current DOLS assessments.
Other		No other issues identified.

*** Section 13: Budget Delivery Programme Highlight Report information – total amount allocated to savings proposal 2017-18 through to 2020-2021; profiled budget; 2017-18 action plan extended savings narrative; cost code information**

Total amount allocated to savings proposal 2017-18	
2017-18 (£000)	800

Impact of saving within the budget profile			
Q1	Q2	Q3	Q4
200	200	200	200

	Milestone	Owner	By when
1	Initial draft structure developed	ALL	December 2016
2	Consultation on draft structure	MILESTONES	December 2016 – January 2017
3	Final structure published	OWNED	
4	Notification to affected staff	BY	
5	Interim and supporting arrangements developed	ADULT SOCIAL CARE	
6	New structure implemented	SMT MEMBERS	31 March 2017

Cost code	TBC
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*** Section 14: Do you need to undertake further work (e.g. consultation, further proposal development, further equality analysis) based on the impact and actions identified above? If yes, set this out below and then carry out the work and complete Part B:**

This proposal will form part of the overall budget consultation process. Any feedback received (as well as any further intelligence gathered in the course of developing the project) will inform a final analysis of the impact of the proposal which will be considered by Cabinet and Council in February when taking a final decision on the budget. The EqIA will be updated accordingly.

The project plan details the other work required to put this into practice.

PART B

Section 15: Consultation, follow up data and information gathered from actions identified above

	What does this information tell us?
This proposal formed part of the overall budget consultation process.	We didn't receive any comments specifically on this proposal. However, there were general comments made regarding the proposals for Adult Social Care and concerns raised about how budget savings might impact upon the service that older people and people with disabilities receive and their outcomes.

Section 16: Final impact analysis (taking the findings from Part B into account) – including review date if required

The final equality impact analysis is neutral for most groups but with an acknowledgement that older adults and people with disabilities will be affected by staffing changes because they are our service users. However, the exact nature of the impact is unknown at this time. The new structure is under development and will undergo consultation with staff to determine what it will look like. This means at this time we are unable to confirm what impact this will have on customers in terms of front-line services. However, we are clear that the proposed change is intended to get things right at the 'front door' i.e. when people first come into contact with Adult Social Care, so that they can get the support they need, whether that is from the Council or from elsewhere, as early as possible. To ensure that this delivers positive outcomes for service users, these will be carefully monitored as the new staffing structures are implemented.