



PERSONNEL COMMITTEE

2.00 PM - MONDAY, 4 JULY 2016

COMMITTEE ROOMS 1/2 - PORT TALBOT CIVIC CENTRE

PART 1

1. To receive any declarations of interest from Members.

Report of the Director of Social Services, Health and Housing

2. Homecare Management of Change Update (*Pages 3 - 12*)
3. Direct Services Community Integrated Model (*Pages 13 - 44*)

Report of the Head of Commissioning and Business Support Services

4. Restructure of the Community Mental Health Teams North and South (*Pages 45 - 50*)

Report of the Head of Participation

5. Participation Services Managerial Re-structure (*Pages 51 - 60*)

Report of the Head of Corporate Strategy and Democratic Services

6. Creation of a temporary fixed term post within the Communications and Digital Services Team of the Corporate Strategy and Democratic Services Division (*Pages 61 - 68*)
7. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972.

8. Access to Meetings - to resolve to exclude the public for the following items pursuant to Section 100A (4) and (5) of the Local Government Act 1972 and the relevant Exempt Paragraphs of Part 4 of Schedule 12A to the above Act.

PART 2

Private Report of the Head of Commissioning and Support Services

9. Continuation of engagement of Interim Commissioning Manager for Commissioning and Support Services (*Pages 69 - 72*)

Private Report of the Head of Human Resources

10. Voluntary Redundancy (VR) Scheme Update (*Pages 73 - 94*)

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Tuesday, 28 June 2016

Committee Membership:

Chairperson: **Councillor A.N.Woolcock**

Vice
Chairperson: **Councillor S.Jones**

Members: Councillors Mrs.R.Davies, Mrs.L.H.James,
E.V.Latham, Ms.C.Morgans, S.Rahaman,
P.A.Rees, R.Phillips, A.L.Thomas, A.H.Thomas
and Mrs.D.Jones

Non Voting
Member: Councillors M.L.James, Mrs.S.Miller,
P.D.Richards, J.Rogers and A.J.Taylor

PERSONNEL COMMITTEE

4 JULY 2016

REPORT OF THE DIRECTOR OF SOCIAL SERVICES, HEALTH AND HOUSING – N. JARMAN

SECTION A – MATTER FOR DECISION

WARDS AFFECTED: ALL

Homecare Management of Change Update

1. Purpose of Report

The purpose of this report is to:

- (i) Provide Members with an update position on the current Homecare Management of Change process
- (ii) Seek Members' approval to change shift patterns within the Homecare Service; open the ER/VR window in July 2016, ring-fenced specifically to the in house Homecare Service; and enable the Conversion of Care Packages, where appropriate, to Direct Payments.

2. Background

Members will recall that the in house Homecare service underwent a management of change and consultation exercise, which was approved by Cabinet in 2013. The premise of the management of change was the rationalisation of contracts and the implementation of a four on four off shift pattern. The intention was that this shift pattern would include staff working a mix of both day and evening shifts.

However, the recommendations approved by Cabinet Members in 2013 were not implemented as intended by the managers in post at the time, and staff were allocated permanent day shifts or permanent evening shifts (rather than a mix of both), along with guaranteed 6 hours and 17 minutes pay per day – even though they may not have actually worked 6hr 17min on any day. This has resulted in an over provision of staff in working in the day, a dearth of staff working in the evenings, and associated inefficiencies and inflated costs for the service.

In March 2016 the Director of Social Services, Health and Housing, commenced discussions with Trades Union colleagues to revisit the recommendations approved in the original consultation agreement of 2013 and to implement them fully. This included the removal of the guaranteed daily 6 hours 17 minutes pay (removed as of 11th April 2016 by agreement with the Trade Unions), and the implementation of a rotational shift pattern whereby staff work a mix of both day and evening shifts.

A 45 day consultation period began on 11th May 2016 and concluded on 24th June 2016. During the consultation period the Director of Social Services, Health and Housing chaired three staff briefing sessions attended by 230 staff, in which staff were reminded of the recommendations within the 2013 consultation.

The Director further explained that the current inflexibility of shift patterns was leading to inefficient utilisation of staff, when and where they are needed; and to unnecessary cost at the very time that service costs must be reduced.

The Director stressed that in cases where staff genuinely had difficulty in moving to the new shift pattern (e.g. caring responsibilities), every effort will be made to accommodate them.

The Director was at pains to emphasise that management wishes to introduce these changes by agreement; based on the clear business necessity for doing so. However, in the event that agreement could not be reached, the Personnel Committee would be asked to give staff in-scope 12 weeks' notice with effect from 4th July 2016, of the change to their contract of employment, commencing on the new shift pattern on 26th September 2016.

The staff briefing sessions were followed by a series of 1-2-1 meetings with individual staff, the Operational Manager / Deputy Manager, HR and Trade Union representative. Circa 120 staff received a 1-2-1. The 1-2-1 meetings allowed staff to voice their particular concerns over their ability to move to the proposed rotational shift pattern.

The initial feedback from these meetings indicates that the main obstacle preventing staff moving to the rotational shift pattern is childcare, followed by caring responsibilities for a dependent adult relative. A smaller number stated that they had secondary employment that was worked around their existing shift pattern, whilst others believed that it would have a negative impact on family life.

In cases where there is underlying legislation that requires the employer to make adjustments to support an individual to remain in employment, we will ensure that, as far as is reasonably practicable, these adjustments will be made. For those where the adjustments are of such

a nature as to have a negative impact on the running of the business, we would in the first instance look to redeploy staff in to suitable alternative posts, including the option of converting to a Personal Assistant role to support the growth in Direct Payments.

It is, however, anticipated that there will be a number of staff for whom acceptance of the rotational shift pattern or redeployment into suitable alternative employment may not be possible. For these staff we would request that members allow us to reopen a brief window of time in July 2016, in which the ER/VR scheme could be made available to the in house Homecare service only.

It is therefore intended, that subject to members approving the change, staff will be issued with a letter of notice, informing them that their current post with the current shift pattern will end and offering them a new post with a new rotational shift pattern, commencing on the 26th of September 2016. Staff will have 14 calendar days in which either to accept or reject the rotational shift pattern. When all the responses have been returned, we will be better placed to provide Members with more exact figures relating to the number of potential ER/VRs, but early indications suggest that this could be circa 30% of the current workforce.

Should this be the case then the service will no longer be able to provide care and support to the same number of service users that it currently has and will need to transfer packages of care.

The intention is to meet these situations with a twofold approach, namely:-

- (a) To encourage service users to convert to a Direct Payment, possibly enabling them to retain the same Care Assistant as a Personal Assistant (PA).
- (b) Encourage displaced staff to become PAs, matching them to service users with Direct Payments.

The advantage of both is that this will maximise continuity of care by the same person and maximise continuity of employment.

The logistics of coordinating this will require significant input from Social Work colleagues and should the uptake of ER/VR reach the 30% level predicted, the exit of staff from the service will need to be carefully managed over a number of months. An exit strategy and contingency plan for this eventuality is in development and will be ready to put in place when the exact number of staff leaving the service on ER/VR has been identified in mid-July.

3. Recommendation

Having given due regard to the EIA Members are requested to:-

- (i) Approve the issue of 12 weeks' notice to staff in-scope of the introduction from 26th September 2016 of the new rotational shift patterns.
- (ii) Approve opening of the ER/VR scheme for those who are unwilling/able to adapt to the new shift pattern.

4. Reason for Proposed Decision

- To reduce the current level of sub optimal utilisation in the Homecare Service, which is leading to avoidable, additional costs, which makes the Homecare Service uncompetitive.

- To improve the distribution of staff, such that sufficient staff are available on day and evening shifts to meet the needs of service users.
- To ensure continuity of care, care relationships and employment wherever possible, by converting Care Packages to Direct Payments/PAs, where appropriate.

5. Financial Impact

The cost of ER/VR depends on the age of the employee and length of service. For Homecare the average cost of ER/VR is £5.3k. If 30% of the current workforce were to leave on ER/VR the total cost is dependent on which members of staff leave but would be circa £365k.

Where care packages are vacated because of staff leaving and these are provided via a direct payment it could generate savings of up to £12 per hour transferred to a Direct Payment. If 30% of all care packages transfer, total savings would be in the region of £500k.

If service users chose not to take up a Direct Payment, packages of care will need to be picked up by the external market. Savings generated would be up to £7 per hour of care, total savings would be in the region of £290k.

6. Equality Impact

An Equality Impact Assessment (EIA) has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. An overview of the EIA has been included in this report in summary form only and it is essential that Members read the

Equality Impact Assessment, which is attached to the report at Appendix 1, for the purposes of the meeting

7. Appendices

Appendix 1 – Equality Impact Assessment.

8. List of Background Papers

Cabinet report September 2013- Modernising Homecare,

9. Officer Contact

Nick Jarman, Director of Social Services, Health & Housing

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Tel. 01639 763279

Equality Impact Assessment Report

Having completed the Screening Form for relevance, you have identified the need to conduct a full Equality Impact Assessment (EIA) for services, which are of a high/medium priority impact.

Section 1 – Aims:

There is an unequal distribution of staff between day and evening shifts, there are not sufficient numbers of staff working in the evenings to provide the care and support required. This means that evening staff often work over their contracted hours, and do not have regular breaks between calls. Meanwhile staff working in the day time experience down time, and some are under their contracted hours. The proposed shift patters seeks to redress this imbalance and:

- Further improve the efficiency of the in house Homecare service
- Maximise the utilisation of staff
- Ensure that staff operate within the European Working Time Directive

Who has responsibility?

- The proposed shift pattern was consulted on and agreed in 2013. However, it was not fully implemented.
- The Operational Manager for the Service will be responsible for the implementation of the new shift pattern
- The Director of Social Services, Health and Housing is leading on the Management of Change

Who are the stakeholders?

- Those people who use the in House Homecare Service
- Staff employed by the in house Homecare Service

Section 2 – Information about service users:

- The in house Homecare Service provides care and support to circa 287 people living in the community
- This represents 28% of the total market share.
- The remaining 72% is provided by a number of private care agencies who are commissioned by NPTCBC to provide domiciliary care on its behalf.
- The in house service is one of the largest single providers of domiciliary care

Section 3 – Impact on equality groups:

- The proposed shift pattern will have a neutral impact on equality groups.
- The proposed shift pattern may have a negative impact of staff who have caring responsibilities in their private life, or have a disability that would be exacerbated by the proposed shift pattern
 - This is being quantified as part of the consultation period
 - The service will assess the viability of making the necessary adjustments to support staff to maintain their employment and caring responsibilities
- The proposed shift pattern could have a negative impact on those using the service, if high numbers of staff do not accept the shift pattern and exit the service on ER.VR. This will mean that the service will no longer be able to sustain its current case load and packages of care will need to be transferred to Direct Payments or an alternative provider. Many of the service users are advanced in age, and may not adapt well to a change in provider. For this reason, where possible we will:
 - Encourage exiting staff to take up positions as Personal Assistants.
 - Those service users for whom we will no longer be providing a service, and are taking up a Direct Payment will be matched with a former NPT Homecare employee to be their PA (following Cabinet approval on the 1st of June, the responsibility for training an matching Pa's will reside with the in House Homecare service)
 - This will provide assurances to the service user, that they will retain a familiar carer, and that their PA's training and practices are exemplar. Thus reducing any anxiety they may have over the transfer of their care and support.
 - Ensure that adequate time is allocated to effect the transfer of care so that the service user does not feel rushed.
 - Ensure that the process is adequately resourced with Social Work support for the service user, and HR support for the exiting staff.

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Section 3 - Information and Support

The proposed changes have been managed through the corporate Management of Change in Partnership Policy, and with the full support of our Trade Union colleagues.

Section 4 – Other impacts:

The proposed changes will improve the productivity of the in house service, reduce its costs and provide long term sustainability.

The option for staff to convert to PA's will support the growth in Direct Payments, which the Council has an obligation to promote under the Social Services and Wellbeing (Wales) Act.

The proposed changes provides opportunities for the in house service to develop the range of services indicated in the Domiciliary Care Commissioning strategy

Section 5 – Monitoring arrangements:

- The Homecare Service will work closely with employees and Trade Unions throughout the management of change process, and the implementation.

Section 6 - Outcomes

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Outcome 1: Continue the initiative

The EIA demonstrates the initiative is robust; there is no potential for discrimination or adverse impact and all opportunities to promote equality have been taken. The initiative should be reviewed annually to ensure the content of the EIA is still relevant and accurate.

Section 7 – Publication and monitoring arrangements

On completion, the EIA will be appropriately filed within the Social Services health and Housing directorate and may be called upon as evidence should a legal challenge be made regarding compliance with the Equality Act 2010.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

4th July '2016

Report of the Director of Social Services Health and Housing Nick Jarman

Matter for Decision

Wards Affected: All Wards

Direct Services Community Integrated Model

Purpose of the report:

The purpose of this report is to seek Member's approval to delete the current structure across Care and Support and Older Persons Services, and create a new structure for a Community Integrated Model, known as the Community Connecting Team within the Social Services, Health and Housing Directorate.

Executive Summary:

The Council currently spends approximately £4.5m per annum (including £1.4m transport costs) providing day opportunities to a range of people including older people, people with disabilities and those with mental ill health.

There is an FFP efficiency saving across in-house direct services of £1m that has to be achieved by 2020. Remodelling of the services will assist in achieving this saving and improve responsiveness of services to users' needs. In addition to this, there are also financial savings in the FFP of £100k savings in 2016-17 against transport within the Environment Directorate that will result in a reduction of transport available for day services. There is also in excess of £700k of maintenance repair works needed on a number of existing day service buildings over the next 5 years. The Council does not have the funds to meet these liabilities.

The current model of provision is very traditional. It relies upon premises-based provision where in many cases, service users are required to be transported to and from; in some cases, some distance from the communities in which they live.

The proposal to transform these services is informed by two necessities:-

- (a) To modernise these services and customise them better to service users' needs.
- (b) Because of the inescapable requirement for the Council to reduce its expenditure upon personal Social Services. In this context, no element of provision can be or has been excluded from consideration.

Remodelling of this provision is consistent with the new Social Services and Well-being Act. It seeks to:-

- Forge greater development and use of community-based provision
- Promote co-design and production of services
- Focus more specifically and individually upon each service user's well-being goals.

In order for this to occur there will need to be a much greater emphasis upon and deployment of capacity on Market Development. That is to say, to encourage the development of new, co-produced local provisions in local communities.

Direct Payments have a part to play in this endeavour, but they are not (a) a pre-requisite of provision taking place; nor (b) are they a pre-condition of receiving a service.

However, as experience elsewhere clearly demonstrates, available purchasing power is a pre-requisite of enabling local opportunities to become viable and develop. Direct Payments may by their nature, be a more expedient, rapid stimulus for growth of local opportunities.

Background:

A report was presented and approved members on the 26th November 2015. This gave authority to enter into a 45 day staff consultation and a 90 day public consultation that proposed to move from a traditional dedicated building based day service model, to an Integrated Community Service model.

For members information the 8 provisions affected by the proposals laid out within this document are:

Older Persons Services:	Located:	Owned & maintained by Council or rented:
Trem-Y-Glyn	Glyneath – Neath Valley	Owned by Council
Gelligron	Pontardawe – Swansea Valley	Owned by Council
Ty-Twyn-Teg	Neath – central Neath	Rented via COASTAL Housing
Rhodes House	Port Talbot	Owned by Council
Croeserw	Croeserw – Upper Afan Valley	Rented via NPT

Care Services:	Located:	Owned & maintained by Council or rented:
Patch base	Pontardawe – Swansea Valley	Owned by Council
Bronleigh	Neath – Neath Valleys, central Neath	Owned by Council
Rhodes	Port Talbot and surrounding areas	Owned by Council

See **Appendix 1** - Day service data sets

Financial impact:

Please see a full financial appraisal at Appendix 1.

Equality Impact Assessment:

An Equality Impact Assessment (EIA) has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. An overview of the EIA has been included in this report in summary form only and it is attached to the report at Appendix 2, for the purposes of the meeting.

The Equality Impact Assessment has assessed that the proposed move from having a traditional building based day service model to an integrated community service model will affect individuals with assessed needs in relation to older people, people with learning disabilities and people with mental ill health. The proposals will not have an adverse effect on these groups of people, as all service users will undertake assessments to identify their assessed needs. Once identified, service users will receive an appropriate service to meet these assessed needs. Following on from this, appropriate individual plans will be put in place ensuring a smooth transition process for all service users. It is, however, likely to have an adverse effect on some carers where a reduction in service may occur.

People supported in Council commissioned accommodation services:

Assessments have now started and for the above they will need to happen regardless of any agreed changes moving forward. What is now fully recognised is that whilst “the Pathways To Independence” project “right sized” commissioned amounts of money to external providers, it did not however, take account of any additional funding options that are available and in many cases being utilised. Examples include supporting people funding, (Welsh government grant money), or Independent living fund packages along with pre-existing direct payments. It does not necessarily follow that as an assessment takes place increased funding is given to the provider. The challenge for social workers undertaking the assessment is to clarify what is happening with existing funding. This group will be moved from day service by the end of June’16. All statutory responsibilities in relation to “eligible need” will be fully met.

People who may be potentially ineligible for services

We have identified people as being “potentially ineligible” for service but, this is to be fully explored and clarified by a formal individual social work assessment. This will account for any information that we are not currently aware of. This will be in accordance with the new Social Services and Wellbeing Act.

To be clear these assessments would be required regardless of any agreed changes moving forward. These individuals will be supported to identify what is available within the community that can meet their needs and will be supported to attend initially. They will then be formally discharged. This group will be moved on from day services by the end of June'16

The people who have been identified as being ineligible have been so for the following reasons: people who outside of day services are independent in travelling on public transport, manage their homes/budgets, those who have extensive social/family networks.

People who will require a specialist service:

It is clearly identified that there are a small group of people with a significant level of need. The individual social work assessment will clearly identify this and put appropriate support in place. If someone is transitioning from one form of care and support to another, this will be sensitively and appropriately undertaken. An alternative service for this group could include; specialist commissioned services either internal or external, or a direct payment. These decisions and how they are implemented are a matter of choice, discussion and agreement with the person and those important to them.

Allocation to social work teams:

Social work teams have been advised of the individuals potentially affected by any agreed remodel and also fully involved in the consultation process. The following social work teams are affected by these proposals, Neath and Afan Networks and the Complex Disability team.

Workforce impacts:

Staff will experience a change in the way that they undertake their work. They will be largely community based and lone working with much smaller groups of people. They will become responsible for identifying community deficiencies and working with all relevant people to establish projects and activities which will meet the needs of the people they will be supporting. A notable impact in the proposal is staffing ratios. Currently within the care and support teams the ratios are 5 people we support to 1 member of staff. In older persons day services the ratios are 10:1. This model would see a standardised ratio across a service area of 5:1. Staff will be provided with mobile devices that enable them to seek advice or guidance when necessary, and to send and receive relevant information.

Specific posts are more likely to be impacted upon than others for example; catering, domestic and escort/drivers. If we are working within community settings there will be no demand for these posts. This will all be addressed by a formal management of change process with trade union representation.

Currently, there are 56 staff (38.3 FTE) working in the day services where the changes are proposed. Their current terms and conditions will not be affected but work patterns will need to alter. Staff will have a named specific base to ensure that they are able to claim their subsistence allowance.

The new model proposes a move from 38.3 Full Time Equivalent staff members to 14 Full Time equivalent team members which represents a savings of £498,307. Informal discussions and ER/VR applications have confirmed that we can achieve this reduction without compulsory redundancies and Trade Union colleagues are aware of this.

The proposed staffing structure for the service is as follows:

Service Manager Grade 9 (JEID 3219) 1 x 18.5hrs (Full time post shared)

This will be shared post with the current Community Independence service which is also a community based service. This post ensures quality, development, safeguarding and accountability for the service and how it performs.

Service Coordinators Grade 7 - 1 x 37hrs

This is the person who will manage and coordinate the service on a day to day basis under the guidance of the Service Manager. They will be responsible for sourcing and arranging activities, supervising staff, leading team meetings, assessing new referrals and developing agreed support packages.

Senior Community Connector Grade 6 -1 x 37hrs

This post partly forms a deputising role for the Service Coordinator. In their absence staff will still have a key point of contact. This person will also become the "expert" in community opportunities and is expected to work directly with Local Area Coordinators, voluntary service in developing activities and resources for the people we support and their wider community. This role will also have an element of "hands on" and will be utilised to support and mentor staff throughout the service.

Community Connector Grade 5 - 12 x 37hrs

These are the frontline care teams. They will work with individuals and small groups in identified locations such as community centres, church halls etc. This will be under the direction of the above two posts. They will provide hands on support to assist people where necessary. They will work in ratios of one member of staff to five people. They will be responsible for reporting to other people involved in a package of care such as family members, social workers, health care professionals.

A formal 45 day Management of Change process commenced on 16/5/16. This will allow individuals and teams to raise any issues they may have in relation to the new model. It will also enable VR applications to be processed, but these will need to be delayed until the new model goes “live”. (See appendices 13 & 14 – MOC initial meetings and subsequent timetable of events)

One of the most significant workforce impacts of this model lie within the Environment Directorate. This model proposes a move to locality based working with small clusters of people. In addition, the assessment process will identify what if any transport requirements a person has. The Environment Directorate will lack the required resources to work in this manner, their current fleet is geared towards large number of passengers going to a specific destination. The new model will see much smaller numbers of people coming together across the authority which will prove to be both logistically and financially unviable. However, their support will be required in any future model to identify smaller transport providers within an area and, to procure and establish new localised arrangements.

Legal Impacts:

The Social Services and Wellbeing Act is a key driver for the proposed changes. It supports services that are proactive and preventative in nature. It places significant emphasis on community resources, developing community capacity and resilience. In addition, it promotes citizens inclusion, choice and control in how they are supported. Our current model of delivery as outlined earlier is “service led” and therefore has less natural parallels with the new Social Services and Wellbeing Act.

Risk management:

The risks associated with failing to implement the proposed recommendations are that:

- Savings will not be realised in line with Councils FFP.
- Services will not develop in line with both their “natural evolution” and the principles of the Social Services and Wellbeing Act.
- Council services will continue to be more costly, less efficient and responsive than their private counterparts.

The associated risks with implementing the recommendations are that:

- There may be increased complaints if people have their service reduced or in some cases removed.
- ERVR cases will need to be delayed to a specific date. These are also linked to the individual assessments that are needed and, will inform the “live” date of the new service provision.
- The Council may have it’s reputation challenged on a number of levels as it seeks to develop a new model of service. This may well be viewed as removal of rather than remodel of services. This will need to be carefully managed and conveyed.

Mitigating actions:

- Managed open and transparent communication with all affected parties.
- Robust project planning to track assessment process, Management of Change process and development of new service.
- Individual social work assessments are a statutory requirement and enable a full discussion of needs and how they may be best met with a person and those important to them.
- Carers assessments that explicitly identify carers needs and circumstances. This will enable support to be developed that is consistent with all affected parties requirements.

Consultation:

Public consultation formally opened on the 3rd December'15 and closed on the 16th of March 2016.

Recommendations:

It is RECOMMENDED that Members APPROVE the proposals to:-

- disestablish the current structure across Care and Support and Older Persons Services.
- create a new structure for a Community Integrated Model, known as the Community Connecting team.
- support the ERVR applications of all affected staff by the 31/8/16.

FOR DECISION

Reasons for proposed decision:

- Meeting the needs and wishes of the widest number of service users/carers possible.
- Delivering the most economic solution for the Council in the FFP context.
- Responsiveness and resilience.

Implementation of decision:

The decision is for immediate implementation.

Appendices:

1	Financial appraisal
2	Equality Impact Assessment
3	Communication summary
4	Current direct service structure
5	Proposed direct service structure

List of background papers:

- **Social Services and Well-being Act 2014 (Wales)**
- **A Social Care Policy for Transforming Social Care In Neath Port Talbot 2013 – 2018**

Officer Contact:

Lisa Livingstone – Service Manager

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Appendix 1

Financial Appraisal

<u>Current Direct Costs (proposed 16/17 budget after £325k FFP)</u>	
<u>Care & Support</u>	<u>Costs</u>
<i>Staffing</i>	572,850
<i>Premises</i>	24,920
<i>Transport inc. Car Allowances</i>	26,430
<i>Supplies & Services</i>	18,720
<i>OLA Income</i>	-43,490
<i>Client Income</i>	-7,290
Net Cost of Service 16/17	592,140
<u>Older Persons</u>	
<i>Staffing</i>	452,950
<i>Premises</i>	38,760
<i>Transport inc. Car Allowances</i>	1,190
<i>Supplies & Services</i>	65,540
<i>OLA Income</i>	-4,820
<i>Client Income</i>	-105,260
Net Cost of Service 16/17	448,360
Total cost of services:	1,040,500
Environment recharge	460,417
Total cost inclusive of transport:	1,500,917
Cost of service minus contributions & inclusive of transport:	1,661,777

For the purposes of the above figures contributions have been added to the final service cost. The rationale behind this is that we expect a significant reduction in those eligible to pay for services. Other Local Authority income is also suspected to be removed.

<u>Proposed Direct Costs - Community Connecting Team</u>		
<u>CCT</u>	<u>Costs</u>	
Staffing -		
1 x Service manager 18.5 hrs	22,681	
1 x Service Coordinator 37hrs	36,630	
1 x Senior Community Connector 37hrs	32,406	
12 x 37hr Community Connectors	351,728	
Car allowances 18k miles @ 45p pm	8,100	
Community facility hire	12,000	
Staff costs for activities	5,000	
Assessed transport needs	40,000	
	508,545	
		<u>Cost variations:</u>
<u>Additional Costs:</u>		
<u>Option 1 - Increase CCT staffing:</u>		
Additional 8 x G5 @ 37hrs (In House)	234,480	743,025
<u>Option 2 - Like for Like DP's:</u>		
	171,600	680,145
<u>Option 3 - mixed support CCT & DP</u>		
Assumes and 50% split in service	201,008	709,553
<u>Option 4 specialist external services:</u>		
1:1 support for those with significant needs	112,320	
1:1 support Alzheimers UK	159,588	780,453
		Incl; 1:1 support sig. needs.
Alzheimers day service (this would need to be established)	64,480	685,345
£16.50 per hr Alzheimers UK		
£15 per external proovider - other		
<u>Option 5 - small group support</u>		
Alzheimers UK	110,180	
2:1 support LD	65,620	684,345
£16.50 per hr Alzheimers UK		
£15 per external provider - other		

The variations identified above are in specific relation to the 18 identified individuals with more significant needs who will require a more bespoke service. There are increasing and decreasing costs associated with each option.

Option 1:

This group would remain fully supported by Social Services staff within the community connecting team but with much lower staffing ratios 3:1. As a result of intensive staffing the need for a base is negated. It would involve creating an additional 8 x 37hr G5 Community Connector posts within the team.

Option 2:

This would rely upon all 18 individuals taking a personal direct payment with like for like hours (based on 6hrs per day). They would use the allocated resources in anyway they chose. They would be fully supported by our social work teams and direct payment team in developing and managing these packages. Direct payments as clearly identified during this paper are a choice rather than mandatory.

Option 3:

This will allow people to maintain some formal, organised provision via the Community Connecting Team and, have some flexibility with a personal assistant via a direct payment. The costings allow for a 50/50 split in a direct payment and formal service. It may also enable those who wish to take a DP but are a little anxious, to try out both and see which fits them most comfortably. This will involve creating an additional 4 x 37hr G5 Community Connector posts within the team.

Option 4:

These are 1:1 externally commissioned services via Alzheimer's UK (£16.50 per hour) and other known Local Authority providers (£15 per hour average cost). Each person would receive 6 hrs of support per day based upon current provision. Packages and support planning would take place with the person, their family, social worker and provider.

Option 5:

This could be funded either by an individual direct payment or commissioned on behalf of Authority. Alzheimer's UK have confirmed that their floating support rate (£16.50) per hour could be used to support up to 3 people rather than 1 (dependant on need and personal risk). There is also an indication that this could be delivered via an "Age Concern" building with Alzheimer's UK staff. This option fully explores third sector partnership working. The current learning disability group would see their support shared with up to two other people who they know and are comfortable with. They would access community activities, any joint support plans would be agreed with all relevant people.

The figures do not account for any additional uptake on direct payments from the remaining group. But these will be adjusted accordingly as the picture from assessments becomes clearer.

<u>Potential savings:</u>	
Current cost incl. transport excl. contributions	1,661,777
Proposed cost of remodel	508,545
Possible savings	1,153,232
<u>Potential savings options:</u>	
Remodel & Option 1	918,752
Remodel & Option 2	981,632
Remodel & Option 3	952,224
Remodel & Option 4	881,234
Remodel & Option 5	977,432

Appendix 2

Equality Impact Assessment (EIA) Report Form

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to Equality and Diversity.

Please refer to the 'Equality Impact Assessment Guidance' while completing this form. If you would like further guidance please contact the Corporate Strategy Team or your directorate Heads of Service Equality Champion.

Where do you work?
Service Area: Adult Direct Care Services
Directorate: Social Service Health & Housing

(a) This EIA is being completed for a...

Service/ Function <input checked="" type="checkbox"/>	Policy/ Procedure <input type="checkbox"/>	Project <input type="checkbox"/>	Strategy <input type="checkbox"/>	Plan <input checked="" type="checkbox"/>	Proposal <input type="checkbox"/>
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(b) Please name and describe below...

To develop a Community Integrated model of support which will, replace the current provision of; Care and Support and Older Persons Day Services within the borough. This will mean moving from a traditional building based service to an entirely community based service. People would be supported in their own localities, within the communities' natural resources. And, where necessary, support will be provided to establish, attend, and deliver activities within and for their communities that meet their assessed and eligible needs.

(c) It was initially screened for relevance to Equality and Diversity on

26th November'2016

(d) It was found to be relevant to...

Age	<input checked="" type="checkbox"/>	Race	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Religion or belief.....	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	Sex	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	Sexual orientation.....	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	Welsh language.....	<input checked="" type="checkbox"/>

(e) Lead Officer

Name: Lisa Livingstone
Job title: Service Manager
Date:

(f) Approved by Head of Service

Name: Angela Thomas
Date:

Section 1 – Aims (See guidance):

Briefly describe the aims of the function, service, policy, procedure, strategy, plan, proposal or project:

What are the aims?

To develop a community based model of support that will replace the existing Older Persons and Care and Support day services. This will mean moving from traditional building based services that are, largely owned by the Local Authority ie: dedicated buildings which provide day care facilities exclusively to specific groups. To, an entirely community based service where, people would be supported in their own localities, within the communities' natural resources. This may include community centres, education establishments, pre-existing community groups.

Our intention is: to support people in developing naturally occurring, relationships and opportunities that are available to everyone. It will strive to redress the balance of people being viewed as "passive recipients" rather, contributing individuals with skills to share. At its' heart lie the principles of equality, self- worth, integration and progression.

To modernise our services so that they align with the principles of the Social Services and Wellbeing Act with, a clear focus on people, planning and prevention.

To achieve identified FFP savings set against the service area.

To ensure an effective implementation of the Direct Payments Strategy.

Who has responsibility?

Lisa Livingstone – Service Manager – Direct Services

Who are the stakeholders?

- Our current user group along with their families/carers.
- People identified as being in transition from Child to Adult Services and families/carers.
- Front line day support teams.
- Social Workers.
- Health professionals.
- Environment directorate.
- Trade Unions.
- Third Sector Organisations

Section 2 - Information about Service Users (See guidance):

Please tick what information you know about your service users and provide details / evidence of how this information is collected.

Age	<input checked="" type="checkbox"/>	Race	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Religion or belief.....	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	Sex	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	Sexual orientation.....	<input type="checkbox"/>

What information do you know about your service users and how is this information collected?

- **Total number of people currently supported**
180 across the 8 services identified
- **Number of Older Persons – over 55 years old**
125 people
- **Number of people with a mild to moderate learning disability – 16-64 years old**

55 people

• **Gender split within services**

Older persons day services – 30 (M) – 95 (F)

Care & Support Services – 32 (M) – 23 (F)

• **Numbers of people we support that are also in LA commissioned accommodation services**

23

• **Number of people potentially ineligible for service.**

52

• **Numbers of people potentially requiring specialist dementia service or other specialist provision including those with higher levels of need.**

18

• **Allocation to social work teams:**

Neath network – 75 case

Afan network – 34

Complex case team – 71

This information is gathered from social work assessments, service returns and monitoring information. This is held on the Social Services client index, other internal databases and reporting systems.

Pregnancy and maternity

Welsh language.....

Any Actions Required?

- **To establish an assessment timescale for all cases affected under the proposed remodel**

Social work teams have been advised of the individuals potentially affected by any agreed remodel and also fully involved in the consultation process. They now hold all the data identified above and there are clear timescales in place.

Section 3 - Impact on Protected Characteristics (See guidance):

Please consider the possible impact on the different protected characteristics. This could be based on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

	Positive	Negative	Neutral	Needs further investigation
Age	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh language	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thinking about your answers above, please explain in detail why this is the case including details of any consultation (and/or other information) which has been undertaken to support your view

Our intention is: to support people in developing naturally occurring, relationships and opportunities that are available to everyone. It will strive to redress the balance of people being viewed as “passive recipients” rather, contributing, individuals with skills to share. At its’ heart lie the principles of equality, self- worth, integration and progression.

There are positive impacts for the majority of people who are older or have a disability. This would be as a result of being “part” of their communities and “included and valued”. The model will encourage relationships to develop outside of a common peer group and may be based around common interests. This will prevent social isolation for people and prevent overall deterioration in an individuals’ wellbeing.

There is a positive impact on welsh language. People would be supported within their own communities especially on the outer peripheries of the borough as a result, they will be more inclined to speak in many cases their first language – welsh.

The remainder identified groups; gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The impact is neutral as the development of this service does not specifically target or support these groups. However, any individuals from these groups could access the service if they present an eligible need at any point.

The current model of support has been delivered with minimal change in its delivery for over thirty years. Historically, day services have been used to meet any and all needs of groups of people residing in the same area. This has led to:

- Over subscription to day centres.
- No consideration given to what is already available within communities that could meet a persons’ needs.
- Segregation of people into categories such as older people, people with learning disabilities. Further segregation by placing people in service specific buildings that are not open to the public.
- Day services being unable to meet individual needs effectively as they have to consider the needs of an overall group rather than an individual. This also leads directly to limited choice for the person being supported.
- Day services meeting the respite needs of carers but not necessarily the needs of an individual.
- Long periods for individuals spent on transport to get to dedicated buildings, which often as a direct result means they are removed from their own communities.

The Social Services and Wellbeing Act requires us to look at our assessments differently, to utilise community resources, to consider all avenues of support.

All review or assessments undertaken now by our social work teams need to reflect the following:

- What are the specific individual outcomes a person wishes to achieve?
- What are their skills in relation to personal independence?
- Can support be provided through 3rd Sector organisations such as Age Concern or existing community resources?
- What informal support is there for a person, family, friends, and are they willing to assist in anyway?
- If it is paid or formal support then a direct payment could be considered or a service provided by the Local Authority, dependent upon the person, their circumstances and preferences.
- In addition a transport assessment would be undertaken which could reflect, for example that, with support a person may be able to learn to travel independently.
- A carers assessment would be offered or re-visited to ensure that these

circumstances are factored into any support for the future.

However, what is also clear is that the current model of support is outdated and does not reflect the spirit and intent of the new Social Services and Wellbeing Act. A community based model based on individual assessments will ensure that services are undertaken with people, within their communities, which will, as a direct result reduce the heavy reliance upon Social Service transport. As people are increasingly visible within their communities, naturally occurring relationships and support are more likely to develop.

The remodel of services requires people to have Community presence and engagement and will meet support needs of both groups and individuals. Staff will work throughout the borough in agreed times and places, supporting and coordinating the delivery of activities or facilitating them independently. Where transport provision is an assessed need this will be arranged by the authority but will be on a much smaller scale. Where people have very specific individual requirements these can be met via an internally or externally commissioned service, direct payment.

Those with significant needs which may include dementia or significant learning disabilities will find difficulty in operating within the proposed model. However, these are a minority group of 18 people in total. This group will require services that are commissioned around them to meet their needs effectively. This will be agreed and discussed during the individual social work assessment process.

Some carers/family members will see an impact on their current provision. As cases are individually assessed and eligible need is identified people may see their service increase or in some cases decrease. This assessment will be undertaken by social worker and will cover all aspects of a person life and support needed. In addition all carers will be actively encouraged to undertake a formal carers assessment to ensure that support agreed and provided reflects both the needs of the individual and their carers'.

To be clear, the remodelled services will continue to address statutory requirements in meeting eligible needs.

Staff will experience a change in the way that they undertake their work. They will be largely community based and lone working with much smaller groups of people. They will become responsible for identifying community deficiencies and working with all relevant people to establish projects and activities which will meet the needs of the people they will be supporting. If this remodel is approved all of this will be discussed and agreed with staff and their trade unions within a formal management of change process.

Specific posts are more likely to be impacted upon than others for example; catering, domestic and escort/drivers. If we are working within community settings there will be no demand for these posts. Again, this will all be addressed by a formal management of change process and with trade union representation.

What consultation and engagement has been undertaken (e.g. with the public and/or members of protected groups) to support your view?

- Consultation has taken place over a 90 day period from the 3/12/15 to the 16/3/16.
- This has included consultation events/materials/informal coffee mornings.
- "Your Voice" external advocacy service were commissioned to undertake a robust consultation and engagement exercise for the people who access our services. They have significant experience of working with people with learning disabilities. They have produced a comprehensive report that represents the views of this group.
- Information has been available on the NPT website and social media sites.
- Staff consultation was undertaken during at the same time for a 45 period. This ran from 3/12/15 to the 29/2/16. During this all individual teams were met with trade union representation and advised how they could contribute to the consultation process.

Any actions required (to mitigate adverse impact or to address identified gaps in knowledge)

- **Specialist services/support**

Any specific requirements and eligible needs will be fully explored via the individual assessment process. This could mean any of the following solutions: a direct payment package that can be built around the person, a commissioned internal/external service that supports the individual in the manner most effective to them. The Alzheimer's society provide, specific support to individuals with a formal diagnosis and already deliver a commissioned "floating support" service within NPT.

- **To prioritise those identified as potentially ineligible to determine and agree a way forward that is individual to a person as circumstances dictate.**

. These assessments are already starting to happen for those who are identified as "potentially ineligible". To be clear these assessments would be required regardless of any agreed changes moving forward. These individuals will be supported to identify what is the community that can meet their needs and will be supported to attend initially. They will then be formally discharged. This group will be moved on from day services by the end of April'16

The people who have been identified as being ineligible have been so for the following reasons: people who outside of day services are independent in travelling on public transport, manage their homes/budgets, those who have extensive social/family networks.

- **To prioritise those identified as residing in Council commissioned accommodation services for assessment. This group will receive their support via their providers, taking into account all funding streams available to providers, and utilising where needed individual and pooled direct payments.**

Assessments have now started and for the above they will need to happen regardless of any agreed changes moving forward. What is now fully recognised is that whilst "the Pathways To Independence" project "right sized" commissioned amounts of money to external providers, it did not however, take account of any additional funding streams that are available and in many cases being utilised. Examples include supporting people funding, (Welsh government grant money), or Independent living fund packages along with pre-existing direct payments. It does not necessarily follow that as an assessment takes place increased funding is given to the provider. The challenge for social workers undertaking the assessment is to clarify what is happening with existing funding. This group will be moved from day service by the end of April'16. All statutory responsibilities in relation to "eligible need" will be fully met.

- **Individual assessment and eligible need:**

All people affected by this remodel will have a formal assessment with a social worker which will assess their "eligible need" and, look at Carers requirements in their own right. This statutory function of assessment will provide all people affected by these changes an opportunity to formally discuss, document and agree changes in support moving forward.

- **Carers rights & assessments:**

All carers have been made aware of and will be encouraged to take up a formal carers' assessment. This should be married with an individuals' assessment to reflect a package of support that meets both of these needs.

- **Management of Change for affected staff:**

There is a planned staff meeting for the 18/4/16 – this will be to discuss with staff and

trade unions the outcome of cabinets decision in relation to the proposal of remodelling services. At this point a formal management of change start date will be agreed and commence for a 45 day period.

A new staffing structure and job descriptions will be developed and taken to personnel committee for approval once the Management Of Change process is concluded.

Section 4 - Other Impacts:

Please consider how the initiative might address the following issues.

You could base this on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

Foster good relations between different groups	Advance equality of opportunity between different groups
Elimination of discrimination, harassment and victimisation	Reduction of social exclusion and poverty

(Please see guidance for definitions)

Please explain any possible impact on each of the above.

A community integrated model of support – (Community Connecting Team - CCT) would have a positive impact overall for many people. However, it is also acknowledged that for a small minority they may require a more bespoke service. These can be managed, and planned for, within the individual assessment process.

Foster good relations between different groups:

The principals of integration, participation and inclusion are key to this model. This model by its nature places people with support, within community settings on a regular basis which; will encourage communities to interact with, accept and value people for what they have to offer rather than viewing people as recipients of services. An example might be a community based computers class. This, could be attended by a number of people from, different backgrounds. Some of these individuals might be supported by the CCT to engage in this activity. As a result people are more likely to develop relationships based on common interests rather than age or disability.

Advance equality of opportunity between different groups:

Each person we support will have individual assessment of their needs undertaken by a social worker as described earlier. It is this process that defines and ensures equality of opportunity across groups of people affected by this remodel.

People will have the opportunity to engage in activities alongside other members of their communities that share similar interests. These activities will take place in appropriate venues at appropriate times.

Elimination of discrimination, harassment and victimisation:

As people become more visible within their communities, their community is more likely to respond and support them. This will thereby reduce any potential discrimination, harassment and victimisation.

In addition people whilst formally accessing the CCT will be supported by staff within community settings who will respond to and support in negating any of the above.

Community cohesion:

This will potentially improve community cohesion by; creating opportunities to develop localised solutions to meeting peoples' needs. This will be achieved by staff from the CCT providing support to individuals and groups. This support will link people with existing community resources and services. And, stimulate new services within communities by working and improving community partnerships where deficiencies exist.

Reduction of social exclusion and poverty:

People will have the opportunity to engage in activities alongside other members of their communities that share similar interests. These activities will take place in appropriate venues at appropriate times.

This is opposed to day centres which classify people by disability or age.

What work have you already done to improve any of the above?

Please see section 3 – what consultation and engagement has taken place?

Current Service Coordinators across the affected service areas have already been profiling community resources available in their localities, and in some cases in agreement with relevant people are accessing and utilising these resources.

Is the initiative likely to impact on Community Cohesion?

Positive impact –

This will potentially improve community cohesion by; creating opportunities to develop localised solutions to meeting peoples' needs. This will be achieved by staff from the CCT providing support to individuals and groups. This support will link people with existing community resources and services. And, stimulate new services within communities by working and improving community partnerships where deficiencies exist.

How will the initiative treat the Welsh language in the same way as the English language?

Provision of Welsh language support, documentation, publications, assessments, referrals and reviews will be conducted in Welsh if this is the preferred choice.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

Those potentially ineligible for services:

- **To establish an assessment timescale for all cases affected under the proposed remodel**

Please see comments in section 2 actions required.

- **Specialist services/support**

Please see comments in section 3 actions required.

- **To prioritise those identified as potentially ineligible to determine and agree a way forward that is individual to a person as circumstances dictate.**

Please see comments in section 3 actions required.

- **To prioritise those identified as residing in LA commissioned accommodation services for assessment. This group will receive their support via their providers, taking into account all funding streams available to providers, and utilising where needed individual and pooled direct payments.**

Please see comments in section 3 actions required

- **Identifying community resources**

Current Service Coordinators across the affected service areas have already been profiling community resources available in their localities, and in some cases in agreement with relevant people are accessing and utilising these resources.

Section 5 – Post Consultation

Please explain the impact of the consultation process on the issues stated above.

Staff consultation:

A 45 day consultation was held between 3rd December 2015 to 29th January 2016 this was extended to 16th February 2016 with staff affected.

An all staff meeting was held on 24th November 2016 chaired by Nick Jarmin Director of Social Services alongside Cllr John Roger, Mike Jones Principle Officer and Trade Union colleagues. The proposed model was presented in detail and staff engaged in a Q&A session with senior officers, the consultation was widely promoted through team meetings, staff briefings, notice boards, and a generic newsletters and the Intranet. Information has also been included in the staff 'In the Loop' newsletter and promoted on Facebook and Twitter.

Between the 6th January & 12th January 2016 Mike Jones Principle Officer and Lisa Livingstone Service Manager attended team meetings in all the affected day services. They met with staff, explaining the proposed structure in greater detail and answered questions and the Management of Change process if approved.

Public and Service Users Consultation Feedback:

Staff-

A 90 day public consultation was held between 3rd December 2015 to 13th March 2016. The consultation was widely promoted to all current service users and carers and the public and partner organisations. Firstly, it was ensured that consultation booklets and questionnaires on the proposed model were circulated to all current service users and carers known to Social Services.

In addition, the following has taken place:

- 7 Staff meetings have taken place
- 8 Public briefings have been given at a number of representative forums and events across the County Borough including, Neath, Port Talbot and Pontardawe (open to all stakeholders)
- 9 Client Carer meetings have taken place
- 1 Meeting with education partners
- 3 meetings with third sector partners

Your Voice Advocacy were asked to facilitate an independent workshops on the consultation with Service Users to ensure impartial feedback.

- 99 out of 146 service users across Older Persons services. Were involved in the consultation feedback sessions.
- 53 out of 70 individual service users across Learning Disability services have been involved in the consultation feedback sessions.
- This totals 36 hours support across all services.
- This totals 152 service users across all services
- Bronleigh Learning Disabilities service – 4 hours support.
- Rhodes House Learning Disabilities service – 4 hours support
- Pontadawe (patch) Learning Disabilities service – 2 hours support plus 1 hour support for an individual and family.
- 53 out of 70 individual service users across Learning Disability services have been involved in the consultation feedback sessions
- Trem y Glyn Older Persons service – 4 hours support. 22 service users
- Ty Twyn Teg Older persons service – 6 hours support. 27 service users.
- Rhodes house Older Persons service – 4 hours support. 27 service users.
- Gelligron Older Persons service – 3 hours support. 7 service users
- Croeserw (Arwelfa) Older Persons service – 4 hours support. 16 service users

Summary of consultation views:

Key themes staff:

- Concerns about how contracted hours would work / changes in duties if changes go ahead and if pay scales would remain the same.
- How Occupational Pensions would be affected due to delayed release via ER/VR.
- Travel between community resources and if staff would be able to claim re-location costs for the additional mileage.
- Concerns were raised that a Management of Change process had only taken place 18 months prior and that some staff had found the consultation upsetting
- Where will people using services congregate if there was no fixed base?
- Concerns that additional pressure would be put on families, with the introduction of the proposed model and if people would have like for like? i.e. five day service
- The role of Personal Assistants and opportunities for employment
- Lone working within community settings and public liability

Key themes family & carers:

- Concerns were raised that the community based support model would be inappropriate for some individuals who value having a fixed base, and the importance of meeting up with friends
- That friendship groups will be split up and they will lose contact with people they get along with. Others feel that the buildings give them a sense of familiarity and the community may be too 'fast paced and unpredictable'.
- Carers valued the importance of having fixed start and finish times and that service users value this routine
- Uncertainty that a community coordinator could care for multiple adults with substantial disabilities, problems with walking and communicating, and unpredictable behaviour, using only community facilities and without any day centre to return to
- The principle of individuals visiting local cafes and leisure centres with no certain point of refuge with which they are familiar and the additional costs of using these facilities
- Carers expressed concerns that the day services provide a much valued break within the day
- Consistency of staff support and how activities would be identified within local communities
- How individuals would access activities, who would take them there
- Communication with professionals as a blockage and the fear of the unknown

- There was a strong feeling that there is a need to raise awareness of carers' rights and their entitlement to an assessment
- Direct Payment was the only alternative to the proposed model and Carers felt anxious that they might be pressured to pursue this model

Key themes the people we support:

- Older People- felt that they were going to be assessed differently and would not have the same amount of services they presently receive. There were concerns about finances and 'value for money' as some service users were already paying for a service they were unhappy with, service users had apprehensions about the logistics of meeting people within the community, concerns about transport and being vulnerable.
- Respite for my family and a break from my family members.
- The main concerns within older people services were the potential they would lose the companionship of a larger group. This was very important to them and featured more highly than any issues about the quality of activities, concerns about vulnerability within the community. Some service users with health needs feel that the uncertainty of a community based scheme will mean that they are going to be better off and safer staying at home. Service users find the security of the building

base reassuring and without this feel they may be out of their depth.

- Pan Disability- Some service users found it hard to understand that the buildings closing wouldn't mean the end of the service. Concerns how it would work; lack the same routine as the current service and weekly activities. The security of having a base knowing when their day would start and end i.e. stability, it gives me time away from my family
- They were aware of the surroundings and if for a variety of reasons they did not feel able to participate in the activities they could opt out and stay at the centre with staff and do another activity.

Recurring themes:

Retaining some buildings:

Although there is understanding in the suggestion and discussion of this. It would effectively be a centralisation of services, which would increase travel times for people, and create larger services than we have currently. This would in fact be a step backwards in providing support to people.

Those with higher levels of need:

There are 18 people identified out of the current 180 people in our services who have significant support needs. These individuals and family members will be fully supported through the social work assessment process. They would develop a support plan/package of care that is reflective of their personal circumstances. This will include taking into account the requirements of carers. This does not have to be a direct payment. A service can still be commissioned/managed by the Council.

Are there enough community resources available:

We already know of a number of facilities such as; The Hwb in Ystalyfera, The Dove Workshops, Banwen, Croeserw Community Enterprise Centre, and various community centres across NPT.

In addition to this, current Service Coordinators are mapping their local areas to develop a full list of events and activities within localities. There is a significant cross over here with Local Area Coordination, and wherever possible we will work closely with them in develop community activities and projects.

Like for like services:

This question has been repeatedly raised throughout the process. There is no straight answer. Services will be dependant on "assessed, eligible need". This has been clearly conveyed throughout the consultation process. These assessments will be undertaken by our social work teams and be in line with the new National Eligibility Criteria arising from the Social Services and Wellbeing Act. All aspects of the assessment process will include the individual and those important to them, and so, any alterations in the support a person receives will be fully documented, discussed and agreed.

Routine & Structure:

Any service requires routine and structure and in fact a community based service will require a higher degree of planning and structure.

Staff will work throughout the borough in agreed times and places, supporting and coordinating the delivery of activities or facilitating them independently. This activity would be overseen by two senior members of staff and a service manager.

People will know where they are, how they are getting there and what they will doing, on the same day and time each week. Any deviation would be in agreement with the group.

Section 6 – Monitoring arrangements:

Please explain the arrangements in place (or those which will be put in place) to monitor this function, service, policy, procedure, strategy, plan or project:

Monitoring arrangements:

- New assessment for all individuals affected using the new SSWB Act eligibility criteria.
- Numbers of people accessing and choosing direct payments.
- Numbers of people who are actively engaged in the community.
- Reduction in the number of people requiring council funded day support.
- Complaints received.
- A regularly reviewed project plan – which will identify; timescales, key events, tasks and people responsible.

Actions:


- To undertake a formal individual assessment of each person affected by this change and, to develop a support plan that is reflective of the person, their circumstances, strengths' and support needs.
- To support carers in engaging and understanding what direct payments are and how they can work for a person.
- To establish monthly carers meetings to update people on how the process is developing.
- To establish regular project planning meetings.

Section 7 – Outcomes:

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to guidance for further information on this section).

- Outcome 1: Continue the initiative...
Outcome 2: Adjust the initiative...
Outcome 3: Justify the initiative...
Outcome 4: Stop and remove the initiative...

<input type="checkbox"/>
<input type="checkbox"/>
<input checked="" type="checkbox"/>
<input type="checkbox"/>



For outcome 3, detail the justification for proceeding here

- To develop services that are; sustainable, citizen centred and that provide community solutions where possible. As outlined in the Council's policy and vision for services – "Connecting People and Communities".
- To ensure that our services are delivered in relation to both statutory responsibilities and within the spirit and framework of the SSWB Act.
- To produce efficiencies that; contribute to the Councils' FFP
- To ensure an effective implementation of the Councils' Direct Payment Strategy

Section 8 - Publication arrangements:

On completion, please contact the Corporate Strategy Team for advice on the legal requirement to publish the findings of EIAs.

Action Plan:

Objective - What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome - How will we know we have achieved our objective?	Progress
To analyse consultation feedback & develop options appraisal for Cabinet members.	Lisa Livingstone Leigh Batchelor	Completed	Consultation feedback	Information gathered and available with report.
Report to cabinet with recommendations for a decision.	Lisa Livingstone	14/4/16	Options appraisal report and recommendations	
Communicate cabinet decision to all affected parties.	Lisa Livingstone Leigh Batchelor	18/4/16 – staff event 25,26,27/4/16 – carers events	Letters will be sent to carers.	
Regularly inform/update all affected parties	Lisa Livingstone Leigh Batchelor	Monthly from the decision of cabinet.	Monthly meetings to be established. Minutes taken and distributed.	
Undertake a formal 45 day Management of Change Process with affected teams and individuals.	Lisa Livingstone	April/May'16	New structure and JD's agreed with staff and supported by TU's.	
Submit a personnel committee report identifying a new structure with corresponding job descriptions.	Lisa Livingstone	May/June'16	New structure agreed, final ERVR BC's completed. Undertake staff slotting and matching exercise, competitive interviews if needed. Finalise the actual team	
To ensure that all individual people we support have a full assessment of their	Lisa Livingstone Relevant Social Work Team Managers	April, May, June, July'16	Full group of individuals with re-newed assessments	

support and have an agreed plan of support in place moving forward.			that reflect new packages of service moving forward.	
Phased closure of day service bases.	Lisa Livingstone Estates Business Admin Facilities Management Environment	August'16	Services centralised to Pontardawe Patch Bronleigh – Neath Rhodes – Port Talbot	
To confirm a start date for the delivery of a new model of provision. And, facilitate the closure of buildings identified.	Lisa Livingstone	June'2016	New service initiated from late summer to early autumn'16. Date will be specified in June'16.	

Appendix 3 – Communication summary

A 45 day consultation was held between 3rd December 2015 to 29th January 2016 this was extended to 16th February 2016 as initial response from staff was limited.

An all staff meeting was held on 24th November 2016 chaired by Nick Jarman Director of Social Services alongside Cllr John Rogers, Mike Jones Principle Officer and Trade Union colleagues. The proposed service model was presented in detail and staff engaged in a Q&A session with senior officers, the consultation was widely promoted through team meetings, staff briefings, notice boards, and a generic newsletters and the Intranet. Information has also been included in the staff 'In the Loop' newsletter and promoted on Facebook and Twitter.

Page 40 Between the 6th January & 12th January 2016 Mike Jones Principle Officer and Lisa Livingstone Service Manager attended team meetings in all the affected day services. They met with staff, explaining the proposed structure in greater detail and answered questions and the Management of Change process if approved.

The main issues and queries to emerge from engaging with staff were:-

- Concerns about how contracted hours would work / changes in duties if changes go ahead and if pay scales would remain the same.
- How Occupational Pensions would be affected due to delayed release via ER/VR.
- Travel between community resources and if staff would be able to claim re-location costs for the additional mileage.
- Concerns were raised that a Management of Change process had only taken place 18 months prior and that some staff had found the consultation upsetting
- Where will people using services congregate if there was no fixed base?
- Concerns that additional pressure would be put on families, with the introduction of the proposed model and if people would have like for like? i.e. five day service
- The role of Personal Assistants and opportunities for employment

- Lone working within community settings and public liability

In addition, the following has taken place:

- 7 Staff meetings have taken place

Appendix 4

Current Direct Services Structure:

Principal Officer			
Complex Needs Services: Brynamlwg Trem-Y-Mor Abbeyview	Older Persons Day Services: Gelligron Trem-Y-Glyn Ty-Twyn-Teg Rhodes Hse. Croeserw CEC Care & Support Services: Pontardawe Patch Bronleigh Rhodes House Community independence Service: Floating Support Community Group Homes x 4	Work, training & employment: Bspoked Croeserw CEC	Respite Service – Trem-Y-Mor Registered CSSIW facility
Service Manager – G9 – 37hrs:	Service Manager – G9 – 37hrs:	Service Manager – G9 – 37hrs:	Service Manager – G10 – 37hrs: Registered manager CSSIW
Service Coordinators x 3	Service Coordinators x 5	Service Coordinator x 1	Service Coordinator x 2
43.12 FTE Care staff	52.46 FTE Care staff	13 FTE – Training staff	31.6FTE – Care Staff
Figures above exclude domestic and catering staff			

Highlighted services are those affected by the proposed remodel.

Appendix 5

Direct Services Proposed Structure:

Principal Officer:			
Complex Needs Services: Brynamlwg Trem-Y-Mor Abbeyview	Community Connecting Team Peripatetic community support Community independence Service: Floating Support Community Group Homes x 4	Work, training & employment: Bspoked Croeserw CEC	Respite Service – Trem-Y-Mor Registered CSSIW facility
Service Manager – G9 – 37hrs: Jeremy Caswell	Service Manager – G9 – 37hrs: Lisa Livingstone	Service Manager – G9 – 37hrs: Sarah Jenkins	Service Manager – G10 – 37hrs: Victoria Thomas Registered manager CSSIW
Service Coordinators x 3	Service Coordinators x 3	Service Coordinator x 1	Service Coordinator x 2
43.12 FTE Care staff	33 FTE Care staff	13 FTE – Training staff	31.6FTE – Care Staff
Figures above exclude domestic and catering staff			

Appendix 7

HEAD OF SERVICE: Angela Thomas

1. Narrative on voluntary redundancies/bumped redundancies/redeployments/posts deleted/restructure

2. Financial Appraisal

Post	Grade	Savings	Additional Costs
Deleted posts – Care & Support Older Persons Day Services			
Service Coordinator x 3 = 109 hrs FTE – 2.94	7	93,389	
Senior Care Officer x 4 = 99.5 hrs FTE – 2.68	6	80,592	
Day Care Officer X 6 = 99hrs FTE – 2.67	5	68,982	
Care Workers X 22 = 638.5hrs FTE – 17.26	5	463,771	
Craft Instructor X 5 = 80hrs FTE – 2.16	4	51,534	
Care Assistant X 5 = 86hrs FTE – 2.32	3	47,878	
Escort/Domestic X 13 = 185hrs FTE – 5	2	93,766	
Domestic X 5 = 42.75hrs FTE – 1.16	1	19,163	
New posts – Community Connecting Team:			
Post	Grade	Savings	Additional costs
Service Coordinator X 1 @ 37hrs (JEID 3647)	7		36,630
Senior Community Connector X 1 @ 37hrs (JEID 3648)	6		32,406
Community Connector X 12 @ 37hrs (JEID 3649) = 444hr	5		351,732
Re-evaluations			
Total		919,075	420,768
• Net savings			498,307

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

4 JULY 2016

REPORT OF THE HEAD OF COMMISSIONING & BUSINESS SUPPORT SERVICES - ANGELA THOMAS

Matter for Decision

Wards Affected

All Wards.

Report Title

Restructure of the Community Mental Health Teams North and South

Purpose of the Report

The purpose of this report is for Members to approve the creation of two social work posts (Grade 8/9) 22 hours per week, and to delete two full-time Community Well Being Officer posts (Grade 5) within the Community Mental Health Team of the Social Services, Health and Housing Directorate.

Background

The Community Mental Health Teams (CMHT) work under the Mental Health Measure to support individuals who meet the criteria for Secondary Care. The Measure clearly states that individuals under the Secondary Care must have an allocated Care Coordinator and a Care and Treatment Plan. It also states that the Care Coordinator must be a qualified professional. Within the team, there are currently 2 Community Well Being Officer posts and whilst they can support this work, these employees cannot be the identified worker, as they are not Social Work qualified. It is therefore proposed that the two Community Wellbeing

Officer posts (37 hours), currently vacant, will be deleted from the establishment and two Social Worker posts (22 hours) created.

The newly created Social Workers will be able to work with individual and their family to support them to remain in their own home and avoid the need for hospital admission. The Social Workers will Coordinate and deliver a package of care and support. This involves:

- Working with the family to look at the positive changes that they would like to make
- agreeing an action plan
- helping them to feel more confident so that they can maintain these changes going forward
- signposting them to other support services that might also help them work on their plan

The CMHT not only works under the Mental Health Measures, Mental Health Act, Mental Capacity Act but now also under the Social Services and Wellbeing Act 2014, which means that a new approach is required to ensure the Authority, is fulfilling its obligations under the Act. This includes closer collaboration with all agencies including Health, Housing, Children's Services (more involvement with CAMHS and Route 16) and third sector.

Proposal

It is proposed that the posts of two Community Well Being Officers Grade 5 are deleted (currently vacant) and replaced with two 22 hours Social Worker posts Grade 8/9.

Financial Impact

There will be no cost implication as the two full time Community Well Being Officers posts (Grade 5) will be deleted therefore the creation of the two 22 hours Social Workers (Grade 8/9) post which will not incur any additional costs and will result in a small saving.

Equality Impact Assessment

An Equality Impact Assessment (EIA) screening form has been completed and a full EIA is not required. The proposals will have a positive effect on all Service users irrespective of their background as

the Service will support the aims of the Mental Health Measures and the new Act. The change does not affect any member of staff.

Workforce Impacts

Having a qualified staff in the team to take on the role of the Care Coordinator will be beneficial for the whole CMHT. The new workers will be working closely with the Children Services to identify and ensure smooth transition takes place from Children services into Adult Services. The proposed posts to be deleted are currently vacancy, so there will be no impact on employees.

Legal Impacts

None identified.

Risk Management

If the changes were not to be made there would be a risk of non-compliance with legislation and the increase the workload of the team. The early intervention and prevention mechanisms may also prove less effective.

Consultation

There is no requirement under the Constitution for external consultation on this item.

Recommendations

It is RECOMMENDED that Members approve the proposal to create two social work posts (Grade 8/9) 22 hours per week, and to delete two full-time Community Well Being Officer posts (Grade 5) within the Community Mental Health Team of the Social Services, Health and Housing Directorate.

FOR DECISION

Reasons for Proposed Decision

The creation of a social worker would ensure that we are not in breach of the Mental Health Measures. It would enable the CMHT to focus on children who may need to move from CAMHS and Routes 16 services

into adults services and would help ensure the Authority fulfils its obligations under Mental Health Measures and the new Act.

Implementation of Decision

The decision is proposed for immediate implementation.

Appendices

Appendix 1 - Financial Appraisal

List of Background Papers

Equality Impact Assessment Screening Form.

Contact

Neelo Farr, Deputy Team Manager, Integrated Community Services
ICS - Managed Care & Safeguarding
CMHT (South)

APPENDIX 1

FINANCIAL APPRAISAL

APPENDIX

POST/ POSTHOLDER	PROPOSED CHANGE (New Post/Delete/Regrade etc)	PAY SCALES		ANNUAL COSTS	
		Current	Proposed	16/17	Maximum
Community Wellbeing Officer (post ref 13245)	Delete Post	Sp 21 - 24	-	- 25,391	- 29,311
Community Wellbeing Officer (post ref 13246)	Delete Post	Sp 21 - 24	-	- 25,391	- 29,311
Social Worker (23 hrs) 0.62 fte	New Post	-	Sp 35 - 39	24,989	29,275
Social Worker (23 hrs) 0.62 fte	New Post	-	Sp 35 - 39	24,989	29,275
TOTAL				- 804	- 72

RECURRING COSTS

	<u>Full</u>
	<u>Year</u>
	<u>£</u>
-	-
-	-
<u>Costs</u>	
Employee Costs (Financial Appraisal Statement)	
> Salary	804
at Maximum	732
Accommodation Running Costs	-
IT Annual Costs	-
Other Running Costs (specify)	-
Total Recurring Costs/Savings (-)	72
<u>Funding of Recurring Costs</u>	
<u>External Sources</u>	
Specific Grant:	
- staffing costs	
- other	
Funding from External Agencies	
Service Level Agreement	
Other (specify)	
<u>Internal Sources</u>	
HRA	
Existing Budget Allocation	72
Additional Guideline Allocation	
Other (specify)	
Total	72

*Current posts funded with the Community
Mental Health Teams*

Refer to this statement in the report's section on Financial Appraisal.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee
Monday 4th July 2016

Report of the Head of Participation – Christopher Millis

Matter for Decision

Wards Affected:

All

Participation Services Managerial Re-structure

Purpose of the Report

The purpose of the report is to seek Member approval in relation to the managerial re-structure in Participation Services within the Directorate of Education, Leisure and Lifelong Learning. The new structure will provide strategic guidance, operational support and a clear focus on the outcomes of both Communities First and the services contained within the Think Family Partnership. The structure will clarify individual roles and responsibilities.

Executive Summary

The report proposes a new supportive management structure that will address the operational gaps arising from the retirement of the Think Families Partnership Programme Manager, the challenges that the Welsh Government Alignment Project will have on future service delivery and the need to provide managerial support at the most appropriate level.

Background

The Participation range of services of Communities First (including the Rural Development Plan), Think Family Partnership (TFP) comprising of Flying Start, Families First, Play, Early Years and

Childcare and the Family Information Service, Youth Service, NPT Works, Adult Community Learning and the Skills and Training Unit are part of Education, Leisure & Lifelong Learning Directorate. The Section's primary purpose is to reduce the effect of deprivation on pupil and student outcomes and promote greater and more effective participation.

The Section relies on funding from Welsh Government, from Europe, as well as from core funding from the Council.

From September 2015, the Directorate introduced a new structure at Co-Ordinator level. From the Participation Section's perspective various challenges existed at that time including maximising and securing external funding and developing a business model for services which was both outcome driven and also, for some services, income driven as well.

In March 2016, the Think Families Partnership Programme Manager retired leaving a significant gap in both managerial and knowledge terms. This coincided with a new single plan being implemented by Communities First across the County Borough and the implementation of Communities 4 Work. Welsh Government are also introducing an Alignment Project across all four anti-poverty programmes of Communities First, Flying Start, Families First and Supporting People, the latter being managed in Social Services. This is designed to bring all four programmes closer together as well as providing, where appropriate, a single plan for all four programmes with access to high quality data.

Proposed Structure (Appendix 2)

- Delete the post of Strategic Officer and the post of TFP Programme Manager and create a new position of Participation Manager. This post will have responsibility for Communities First (with RDP and Cognation) and the TFP and to be the strategic lead on these two areas especially ensuring that the programmes are grant compliant, programmes are outcome focused and that the Council are implementing the Alignment Project in partnership with Welsh Government.

- Delete the post of Play Manager and create a new post of Families First and Play Manager with specific responsibility for Play and to provide day-to-day operational support to:
- Create a new position of Performance and Monitoring Officer to ensure that Families First is grant complaint and the Performance Framework is implemented. This post has been temporary for over two years and is core funded.
- Delete the posts of Flying Start Childcare Manager and create a new post of Flying Start Manager with specific responsibility for the Council's operational function of Flying Start both revenue and capital. Once this position is occupied, the structure below this will be determined according to budget available.
- To revise the job description of the Rural Development Plan Manager to reflect enhanced duties.
- Re-designate the role of Administration Officer (two posts) to Think Family Partnership Support Officer. The Job Description and Personal Specifications will not be affected.

New structure (Grades subject to Job Evaluation):

Posts	Hours worked	Grade	Post title
1	37 hours	11	Participation Manager
1	37 hours	9/10	Families First and Play Manager
1	37 hours	9/10	Flying Start Manager
1	37 hours	9	Rural Development Plan Manager
1	20 hours	7	Performance and Monitoring Officer

* Grades have been estimated as maximum for the post and the financial appraisal has been produced in-line with these. If lower grades are returned there would no detriment to the proposal.

It is also proposed to assimilate the following posts into the new structure. This has been agreed in principle with the Trade Unions on 4th May 2016.

Post title to be deleted	Assimilated to:
--------------------------	-----------------

Strategic Officer and TFP Programme Manager (vacant)	Participation Manager
Play Manager	Families First and Play Manager
Flying Start Childcare Manager	Flying Start Manager
Performance and Monitoring Officer (temporary position)	Performance and Monitoring Officer

Financial Impact

All positions are contained within the existing budgets both grant aid and core.

Equality Impact Assessment

The equality implications of the proposals above have been assessed in accordance with the Equality Act 2010. The Act required public bodies to assess the likely impact of proposed policies and practices on its ability to comply with the general duty (to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups) for all people with protected characteristics.

The Equality Impact Assessment (EIA) Screening Tool has been applied at has resulted in a 'Low' outcome, therefore not requiring a full EIA to be undertaken. The proposed re-structure is a positive for the organisation and the communities of Neath Port Talbot.

Workforce Impacts

The Council's Management of Change process and procedure has been followed in respect of these proposals and this commenced on Tuesday 10th May 2016 with staff who it is proposed would be affected by this change. Trade Unions were in attendance at the formal consultation meeting.

As discussed at the meeting, employees and Trade Unions were invited to submit comments, queries and counter/alternative proposals to management. HR and Trade Unions also advised that

they were available for support and relevant contact details have been distributed.

Comments have been received from employees and these comments have been taken into consideration in the proposed new structure.

No employees are at risk of redundancy as a result of this proposal.

Legal Impacts

There are no legal impacts in relation to this report.

Risk Management

The proposed changes and challenges will provide an opportunity to implement a new managerial structure to provide expertise and support where it is required as well as future proofing the structure to the demands of the Services moving forward thus reducing the potential risk to the Council from an operational and financial perspective.

Consultation

There is no requirement under the Constitution for external consultation on this item.

Recommendations

It is recommended that Members approve:

- the deletion of the post of the Strategic Officer and the post of TFP Programme Manager and create a new position of Participation Manager.
- the deletion of the post of Play Manager and create a new post of Families First and Play Manager.
- the deletion of the post of Childcare Manager and create a new post of Flying Start Manager.
- the creation of a new position of Performance and Monitoring Officer.
- the revision of the job description of the Rural Development Plan Manager to reflect enhanced duties.
- the re-designation of the role of Administration Officer (two posts) to Think Family Partnership Support Officer.

FOR DECISION

Implementation of Decision

The decision is proposed for immediate implementation.

Appendices

Appendix 1 - Financial Appraisal

Appendix 2 - Organisational Charts current and new

List of Background Papers

Equality Impact Assessment Screening Form

Officer Contact

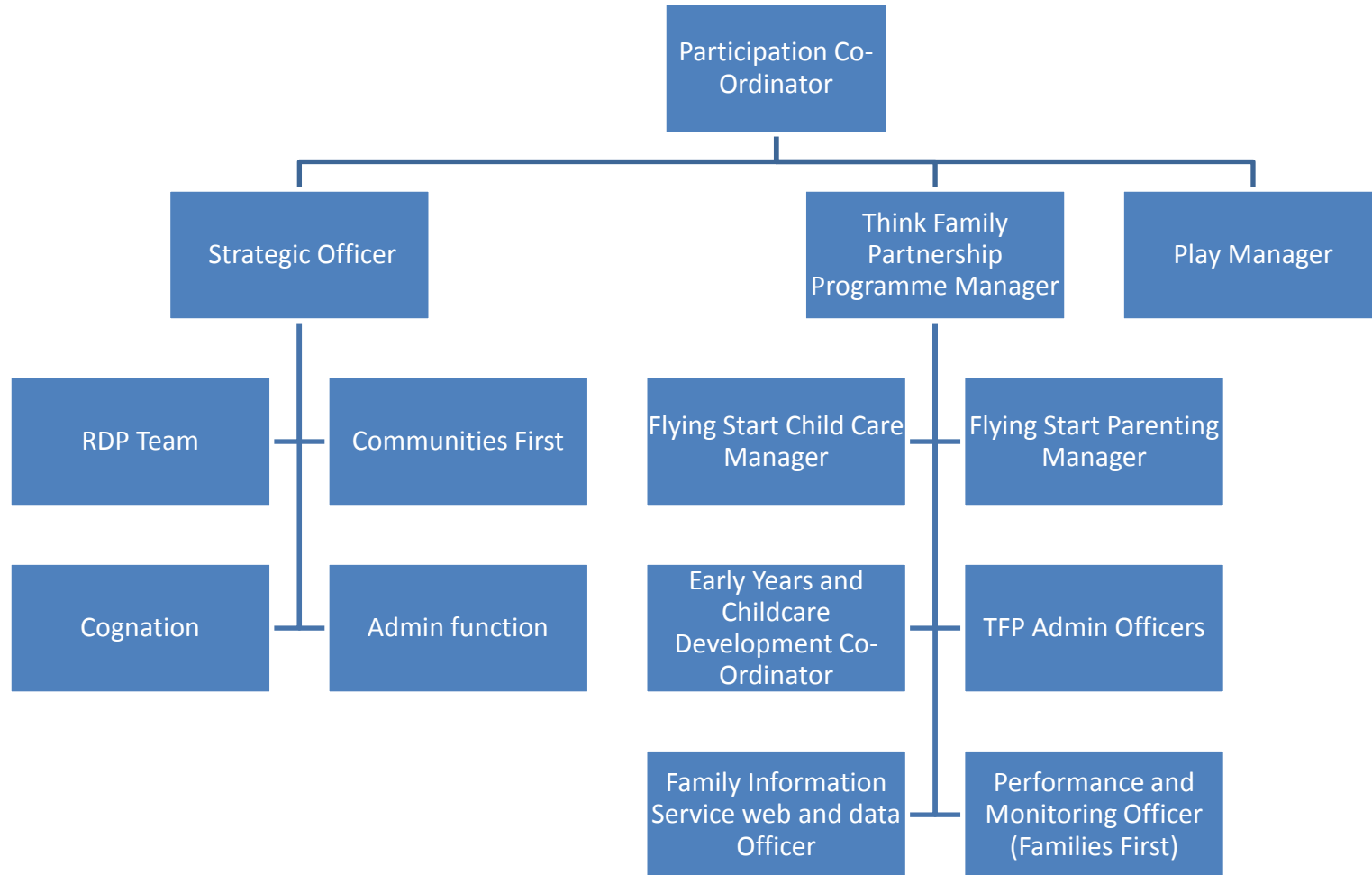
Chris Millis - Head of Participation, E mail - c.d.millis@npt.gov.uk or tel. 01639 763226

Neil Thomas - Participation Co-ordinator, E mail - n.g.thomas@npt.gov.uk or tel. 01639 686376

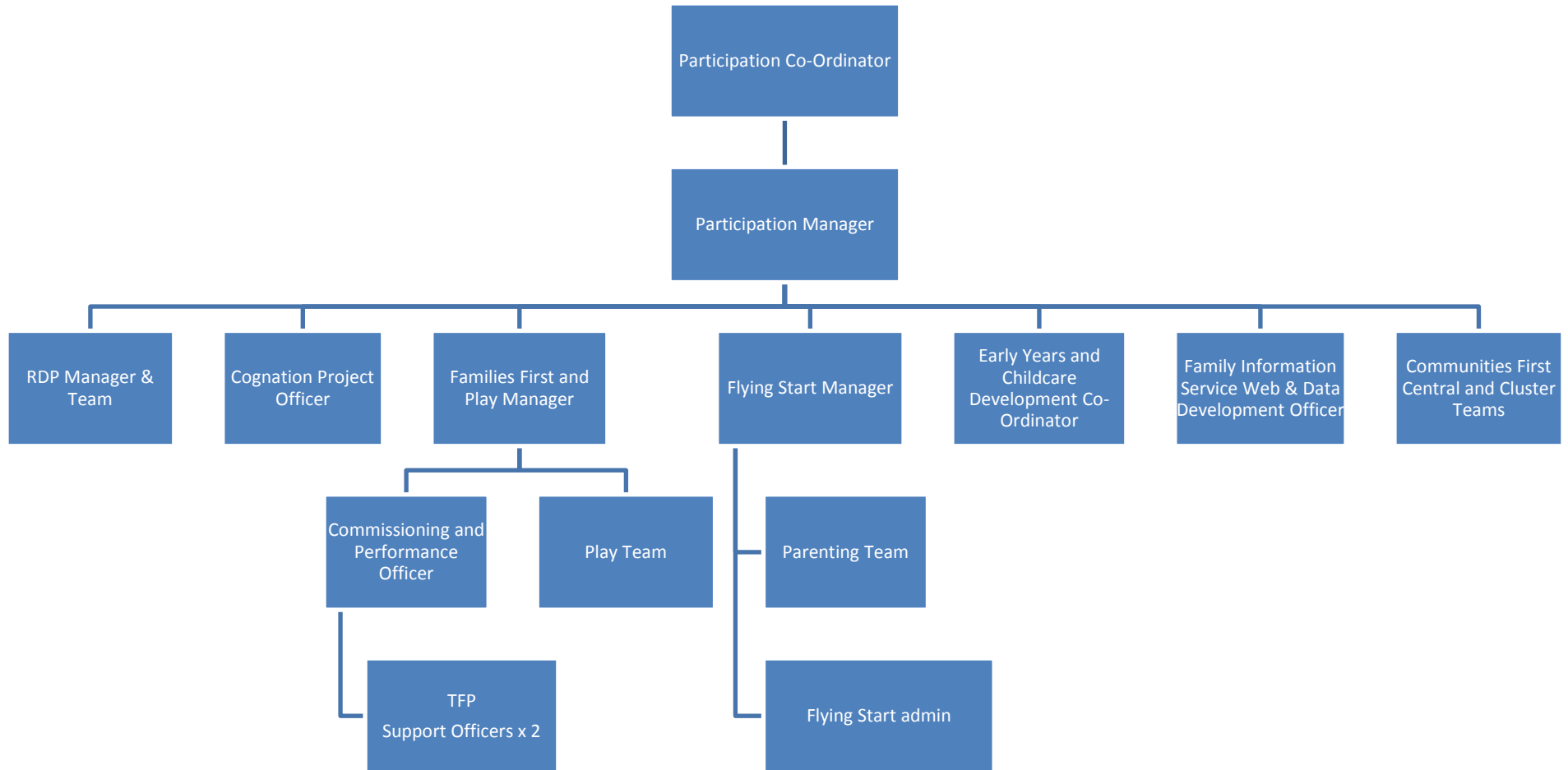
Appendix 1 - Financial Appraisal

Post	Proposed Change (New Post/Delete/ Regrade etc)	Pay Scales		Annual costs/(Savings)		
		Current	Proposed	2016 / 2017	2017 / 2018	Max of Grade
Think Families Partnership Programme Manager	Delete	Grade 10		-51,048	-51,048	-51048
Communities First Strategic Officer	Delete	Grade 10		-51,048	-51,048	-51048
Participation Manager	New Post		Grade 11	52,331	54,067	54853
Play Manager	Delete	Grade 9		-44,500	-46,002	-46002
Families First and Play Manager	New Post		Grade 10	51,048	51,558	51,558
Childcare Manager	Delete	Grade 8		-40,881	-40,881	-40,881
Flying Start Manager	New Post		Grade 10	51,048	51,558	51,558
Performance and Monitoring Officer	New Post		Grade 7	16,709	17,464	19285
	TOTAL			-16,341	-14,332	-11,725

Appendix 2
Participation Services current structure



Participation Services proposed structure



NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

4th July 2016

Report of the Head of Corporate Strategy and Democratic Services - Karen Jones

Matter for Decision

Wards Affected:

All Wards

Creation of a temporary fixed term post within the Communications and Digital Services Team of the Corporate Strategy and Democratic Services Division

Purpose of the Report

1. To seek Members' approval to establish a Communications Business Partner post, Grade 8, 37 hours per week, fixed term contract for 12 months within the Communications and Digital Services Team of the Corporate Strategy and Democratic Services Division.

Executive Summary

2. The Senior Communications and Marketing Advisor has been seconded to Swansea Bay City Region for 3 days per week to provide communications and marketing support. It is not possible to cover the City Region duties alongside the duties of the substantive post and consequently cover is required.

Background

3. The Communications Team is made up of 4 full time FTE and 1 part time FTE members of staff. They ensure the reputation of the Council is maintained and provide communication and marketing support to the Council in the following ways:
 - a. Providing the corporate Media Desk
 - b. Responding to Media enquiries
 - c. Issuing proactive press releases
 - d. Issuing reactive press releases and statements
 - e. Delivering communication plans and strategies for the Corporate Priorities e.g. Forward Financial Plan, Vibrant and Viable Places, School Improvement Programme, Digital By Choice Programme etc.
 - f. Advising directorates on Media and Communication strategies
 - g. Monitoring and maintaining the Council's Social Media accounts and strategies

The Senior Communications and Marketing Advisor has responsibility for marketing activities across the whole of the Council but the post holder also provides specialist communications and marketing support to the Environment Directorate. The post holder has recently been seconded on a part time basis to the Swansea Bay City Region, contributing communications and marketing expertise to underpin the delivery of the Swansea Bay City Region Economic Regeneration Strategy. The Council is refunded the cost of her salary while she is undertaking duties attached to the secondment. It is not possible for the post holder to undertake the City Region duties alongside her substantive duties and consequently cover needs to be secured to ensure the Council's marketing activities can continue to be supported adequately, most particularly work to support the Council's regeneration programmes. Additionally, the postholder provides critical resilience for the wider communications and marketing team who are working at capacity.

Proposal

It is proposed that a full time post at Grade 8 be created for a fixed period of twelve months. The grade 10 duties attached to the post will continue to be covered by the permanent postholder or by the Strategic Communications Officer in her absence. There is sufficient work to warrant a full time post at grade 8 following other changes in the wider corporate communications team. The post holder will report to the Senior Communications and Marketing Advisor for the duration of the appointment. The post has been graded at Grade 8 under the Council's Job Evaluation Scheme (ID 9481)

Financial Impact

4. The cost of the fixed term post will be met from a combination of the income generated from the secondment of the Grade 10 Senior Communications and Marketing Adviser and savings created from a restructuring of the wider Communications and Marketing Team.

Equality Impact Assessment

5. An Equality Impact Assessment (EIA) screening form has been completed and a full EIA is not required.

Workforce Impacts

6. The proposal provides a development opportunity for another member of staff within the Council whilst also alleviating what would be an unmanageable workload on other members of the Communications and Marketing Team.

Legal Impacts

7. The secondment and appointment activities subject of this report will be carried out in compliance with the relevant employment legislation and the Council's employment policies.

Risk Management

8. If the changes were not to be made there would be a significant impact in delivering the Council's communication and marketing function. This would particularly affect the ability of the function to support regeneration and other visible services developments and activities, whilst also placing the core team at risk of being unable to secure critical business continuity.

Consultation

9. There is no requirement under the Constitution for external consultation on this item.

Recommendations

10. It is recommended that Members approve the establishment of a fixed term (one year) Communications Business Partner Post at Grade 8, 37 hours per week within the Communications and Digital Services Team of the Corporate Strategy and Democratic Services Department.

Implementation of Decision

11. The establishment change is proposed for immediate implementation.

Appendices

12. Appendix One - Financial Appraisal
13. Appendix Two - Structure Chart
14. Appendix Three - Equality Impact Assessment Screening Form (To follow)

List of Background Papers

15. None

Officer Contact

Mrs Karen Jones, Head of Corporate Strategy and Democratic Services.

Telephone: 01639 763284 - Email: k.jones3@npt.gov.uk

Appendix One

FINANCIAL APPRAISAL

SET UP COSTS

	Current Year	Comments
	£	
Costs		
Recruitment Costs		
Accommodation Costs		
Office Costs		
Others		
Total Set Up Costs	<hr/> - <hr/>	
Funding of Set Up Costs		
Revenue Budget		
Reserves		
Special Grant		

Other (Specify)

Total Funding of Set Up Costs

-

RECURRING COSTS

	Current Year	Next Year	Max in Full Year
	£	£	£
Costs			
Employee Costs (Financial Appraisal Statement)			
> Starting Salary			
> Additional cost at Maximum Salary			
Accommodation Running Costs			
IT Annual Costs			
Other Running Costs (specify)	-		
Total Recurring Costs	£24,420	£12,210	

Funding of Recurring Costs

External Sources

Specific Grant:

- staffing cost

- other

Funding from External Agencies

Service Level Agreement

Other (specify)

Internal Sources

HRA

Existing Budget Allocation	£24,420	£12,210	
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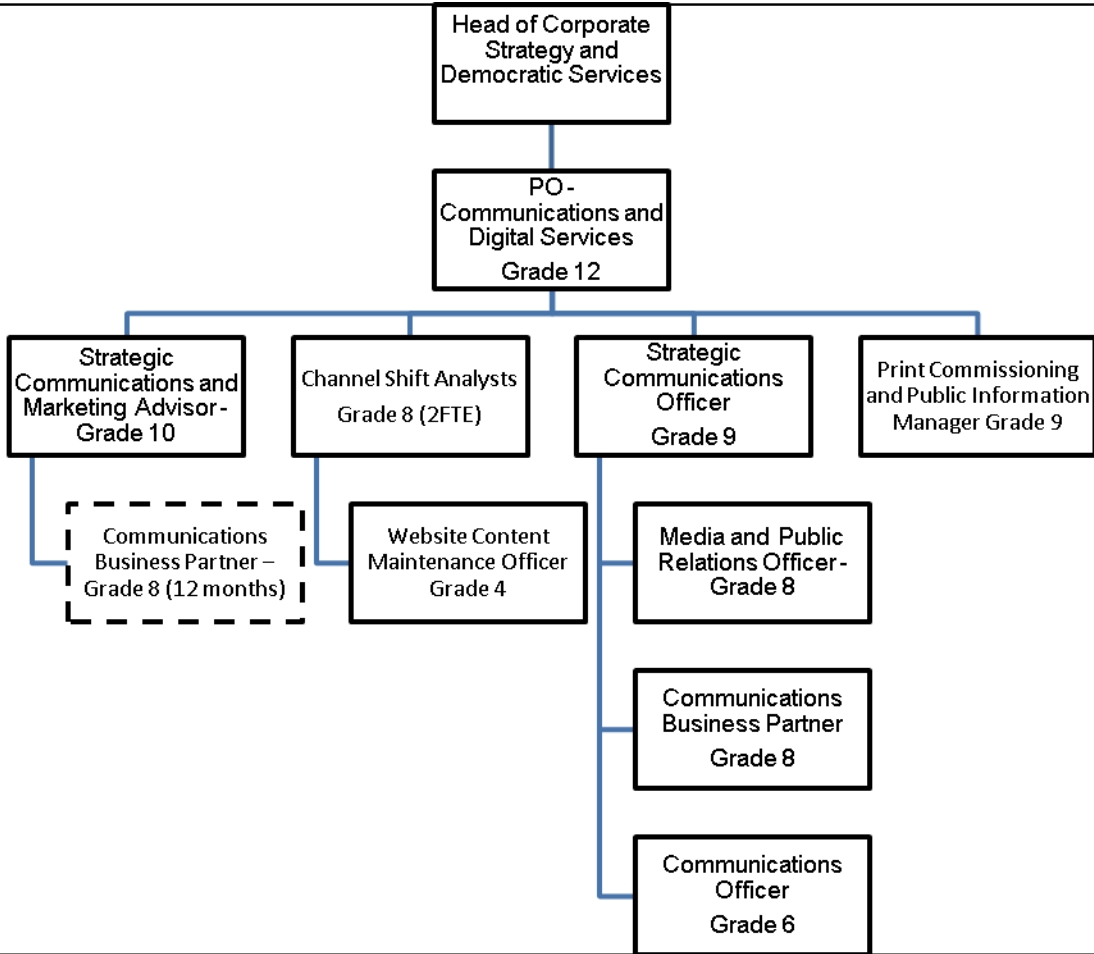
Additional Guideline Allocation

Other (specify)

Total Funds Available	£24,420	£12,210	
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Appendix 2 – Staffing Structure 2016/17

Communications and Digital Services 2016/17



By virtue of paragraph(s) 12, 13 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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