

Report Title: **Improving Performance for Adults with Physical/Sensory Impairments HIV/AIDS and Learning Disabilities Services**

Report of: **The Director of Social Services**

Wards(s) affected: **All**

Report for: **Key**

1. Purpose

1.1 To seek approval for a range of measures to improve Physical Disabilities/Sensory Impairments, HIV/AIDS and Learning Disabilities performance

2. Recommendations

- 2.1 That proposals to reconfigure the Physical Disabilities/Sensory Impairment and HIV/AIDS Services are agreed.
- 2.2 That proposals to restructure the Assessment and Care Management Learning Disabilities Service are agreed.
- 2.3 That proposals to stabilise staffing and the consequent changes to salary scales set out in Appendix D are agreed.

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3. Executive Summary

- 3.1 The service has been unsuccessful in its attempts to recruit to vacancies at Practice Manager and Social Work levels. Some vacancies have been covered through the use of Agency Staff at considerable additional cost, which in turn has resulted in fewer numbers of staff being available to undertake the volume of work.
- 3.2 The report proposes a number of actions necessary to stabilise the workforce of the Physical/Sensory Impairment, HIV and Learning Disabilities Social Work Teams.
- 3.3 The report proposes a number of actions to reconfigure the skills mix of the Assessment and Care Management Services.

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 None

5. Local Government (Access to Information) Act 1985

5.1 None

6. Background

- 6.1 The Physical Disabilities Assessment & Care Management Team has been unsuccessful in recruiting up to its establishment of Practice Managers (1.5 Vacant of 2).
- 6.2 The Learning Disabilities Services has vacancies at Team and Practice Manager levels.
- 6.3 Neighbouring Authorities have increased salaries for Social Work Staff which is negatively impacting on the attractiveness of coming to work for Haringey.
- 6.4 The revised salary structures for Children & Families and Mental Health Services agreed by Members on the 18th June 2002 has also impacted on the attractiveness of working in the field of Physical and Sensory Impairment.
- 6.5 The recent agreement to improve the salary structure for Older People's Social Work is likely to lead to existing members of the Physical/Sensory Impairment and the HIV/AIDS Social Work Teams leaving this service.

7. Description

Physical Disabilities/Sensory Impairment/HIV/AIDS

- 7.1 A stable workforce is a basic requirement to deliver high quality services. The Physical/Sensory Impairment Social Work Service is fragile and not best placed to deliver or maintain a high quality service.
- 7.2 Throughout 2004/05 and 2005/06 there has been a steady increased demand for Community Care Services both for Physical/Sensory Impairment and HIV service users. The reduction in the Council's ASG allocation, combined with this increased demand for services have resulted in the current structure of the HIV Service becoming unaffordable.
- 7.3 In order to deliver the budget on target in 2004/05 and again in 2005/06 the HIV service has held a number of posts vacant in order to redirect the budget to pay for care. The service has been directly supported through being line managed by the Physical/Sensory Impairment Team/Practice Managers. This arrangement has ensured staff have a spread of management cover.

- 7.4 It is proposed to formalise this arrangement through the merger of the HIV and Physical/Sensory Impairment services. The merger would establish a single team with specialist posts for HIV/AIDS within an overarching Physical/Sensory Impairment Long Term Medical Conditions Team.
- 7.5 The merger requires the deletion of the following vacant posts, Team Manager PO4 x 1, Community Support Worker SO1 x 1 and Care Manager SWO X 4. The merger requires the establishment of one Practice Manager. A further 3 new posts of Care Managers at Scale 6 are required to undertake less complex work to support the Duty Social Work Service and undertake reviews.
- 7.6 It is furthermore proposed to delete the three existing Administrative Posts and establish 2 Community Care Officer at Scale 6 to provide a first level screening function for the Duty Service of the Assessment Team, the Carers Development Manager and Direct Payments Development Officer. There is currently no infrastructure for data capture of the Substance Misuse Services these re-designated posts will therefore 'act for' the Substance Misuse Providers to log service user data on Framework-i. It is proposed assimilate the existing post holders into these positions.
- 7.7 There are no redundancies associated with this proposal. Existing Care Managers (Unqualified) will slot into the proposed Care Manager Posts on protected salaries. These posts will be reduced to the new grade of Scale 6 through natural wastage.
- 7.8 The existing organisational structures for the Physical Disability Team and the HIV/AIDS Team are indicated at Appendix A with the proposed combined team structure at Appendix B.
- 7.9 Recruitment to current vacancies in the Physical/Sensory Impairment and HIV/AIDS Social Work Teams has not been successful, attracting only low numbers of poor quality applicant's . The current salary structure is preventing the service from recruiting a stable and competent workforce.
- 7.10 It is proposed to revise the salary structure of the reconfigured Physical Disability and HIV/AIDS Teams as set out in Appendix B.
- 7.11 It is proposed to implement the revised salary structure with effect from January 2006.
- 7.12 In addition financial resources from the Substance Misuse Costs Centre will also be utilised.

Learning Disabilities

Learning Disability Referral and Assessment Team

- 7.13 Learning Disabilities Services currently have a number of vacancies at Team Manager and Practice Manager levels, given experiences elsewhere across the Directorate recruitment to these posts on the current salary range is unlikely to attract suitable applicants. Therefore it is proposed to implement the salary structure outlined in Appendix D with effect from January 2006.
- 7.14 The Assessment and Care management Function in Learning Disability Services is based within a Combined NHS and Local Authority Multi-disciplinary Team. It has previously not been difficult to recruit to Social Work Vacancies in this area. The recent increase in the remuneration for Social Workers elsewhere across the Council, and in other authorities, may well result in staff leaving the service which in turn may then be difficult to replace. Action is needed to retain experienced staff.
- 7.15 A skills mix review of the functions associated with the Assessment and Care Management process has been undertaken. As a result it is proposed to reconfigure the Social Work Service of the Combined Team. It is proposed to reduce the number of Social Worker posts from 9 to 5. It is further proposed to establish 5 Care Manager posts. This will bring the service structure in line with that of Older People's Service and the proposals outlined above in respect of the Disability Service and provide the necessary flexibility to respond to both complex and routine work.
- 7.16 It is also proposed to reconfigure the management structure of the Combined Team. It is proposed to delete one Deputy Managers Post and establish an additional Practice Manager.
- 7.17 The staffing strategy, to implement these proposals include no redundancies. Social Workers(5.5 FTE) will be assimilated into the new structure. The service will carry a level of vacancy at Care Manager level to fund the 0.5 FTE over establishment and will revert to the new structure through natural wastage.

8. Consultation

- 8.1 Staff affected by these proposals have been consulted with and are generally in agreement with the proposals.
- 8.2 HIV Service Users were consulted with on the informal management arrangements that have effectively been in place for some 20 months. Service users were initially concerned about a loss of access to Social Work, however when the budget pressures were explained people were generally more accepting of the proposal.
- 8.3 The Trades Unions have been consulted on the proposals in this report.

9. Summary and Conclusions

9.1 This report proposes an organisational reconfiguring of social work teams in order to achieve a level of efficiency, which can be reinvested across the service to drive up service performance. The proposals set out a means to recruiting a competent and stable workforce

10. Recommendations

10.1 That Members agree the reconfiguration of the Physical/Sensory Impairment and HIV/AIDS Services as proposed in Appendix B.

10.2 That Members agree the proposals to reconfigure the Learning Disability Services as set out in Appendix C

10.3 That Members agree the proposals to stabilise the workforce and the consequent changes to salary scales for the Disabilities/HIV and Learning Disabilities services set out in appendix D.

11. Legal and Financial Comments

11.1 The proposed structure of the Service does not appear to identify any unlawful acts or breeches in terms of employment legislation. If anything, some individuals will have an increase in salary and a change in title, which will potentially improve their status in the long-term. The reasons behind the proposals establish a clear business need for change in order to improve recruitment and retention. Consultation with staff and unions appears to have taken place and the proposals, on the whole, are agreed.

12. Director of Finance Comments

The cost of the proposed revised structure can be contained within existing budgets. However, it does not make any contribution towards the agreed efficiency savings required from the review of staffing structures / skill mix across the Adults Business Unit (£320,000 between 2005-06 and 2007-08), nor Adult's contribution towards the Trainee Social Work scheme (£393,300 between 2005-06 & 2008-09).

13. Equalities Implications

13.1 Services to people with disabilities are currently not best served as a result of the number of hard to recruit to vacancies for Practice Managers and Social Workers.

13.2 The lack of a staffing resource to deal with the increased volume of work has resulted in people having to wait an unacceptable length of time before receiving an assessment of their needs. Equally individual service user reviews are not happening on time,

13.3 Implementing the proposals contained in this report will better enable the Authority to attract suitable qualified people to this area.

14. Use of Appendices / Tables / Photographs

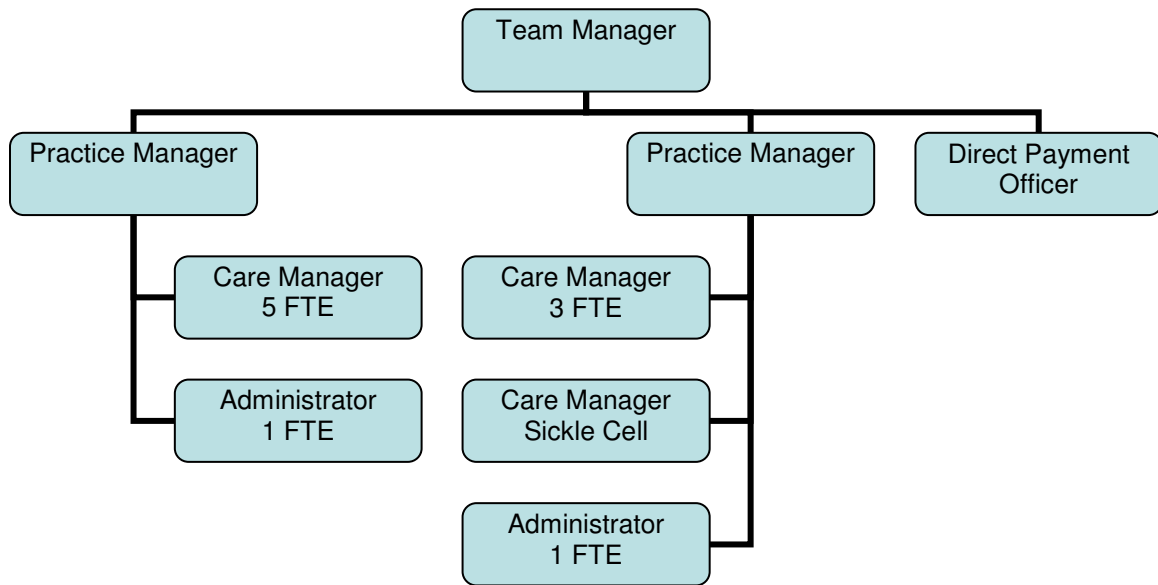
14.1 Appendix A Current Organisational Structure Physical Disabilities and HIV/AIDS Team

14.2 Appendix B Proposed Reconfiguration of the Physical/Sensory Impairment and HIV Service

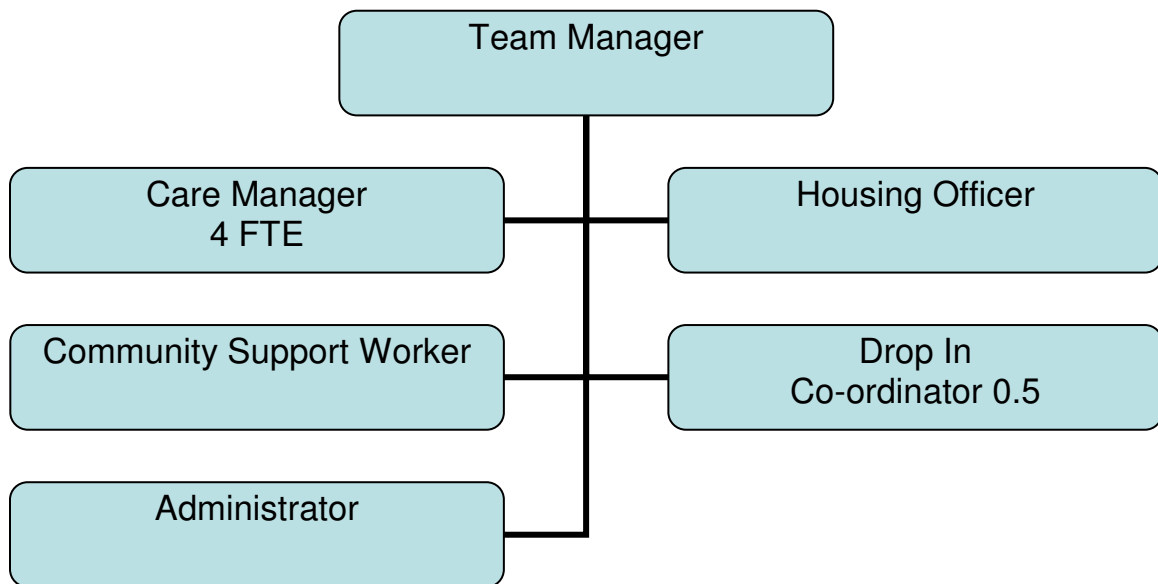
14.3 Appendix C Current Learning Disability Structure and Proposed Structure

14.4 Appendix D Proposals for new salary scales for Social Care staff from 1st Jan 2006.

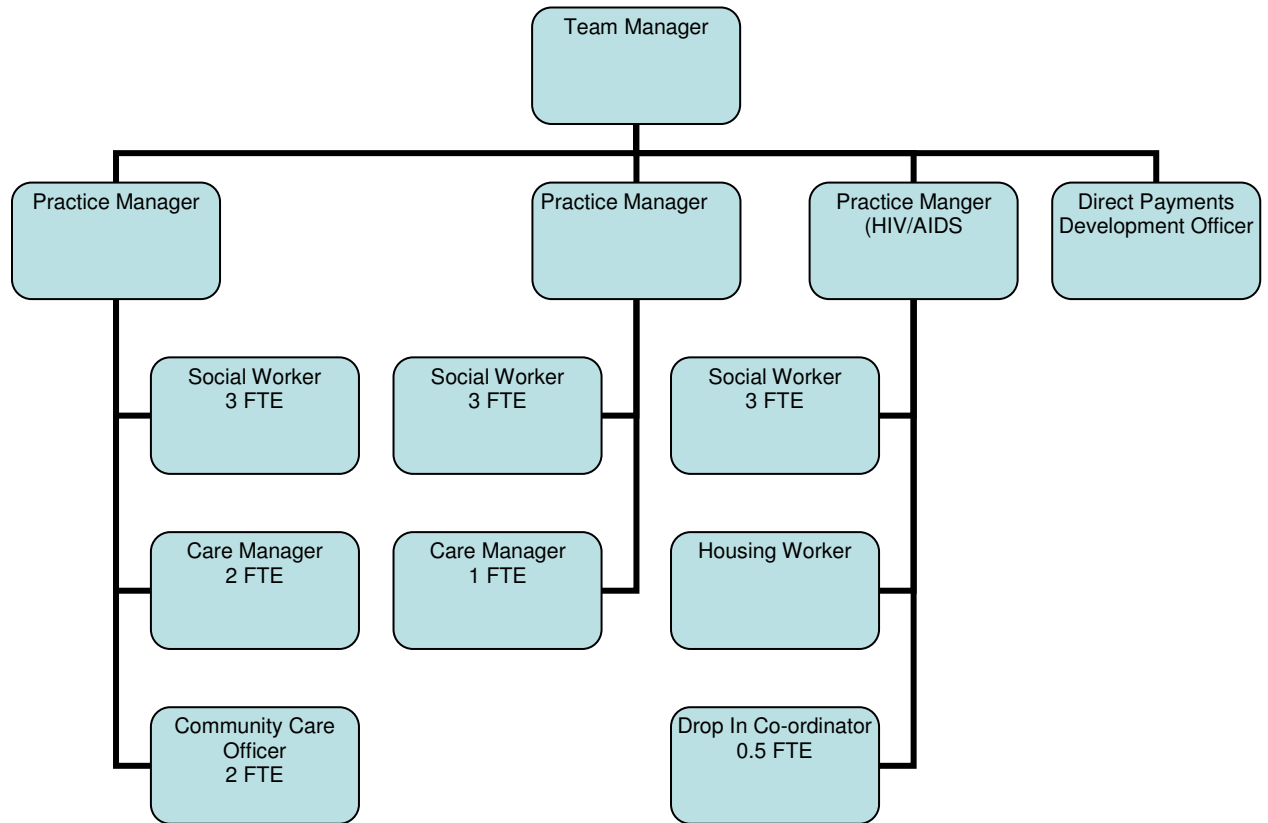
Current Structure of the Physical Disabilities Team



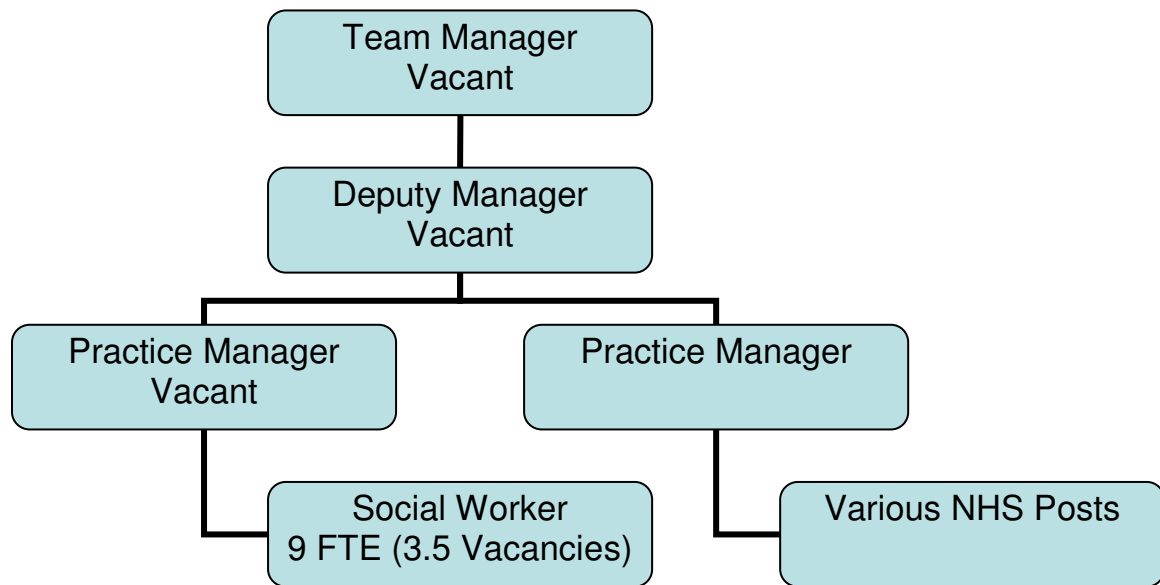
Current Structure of the HIV/AIDS Team



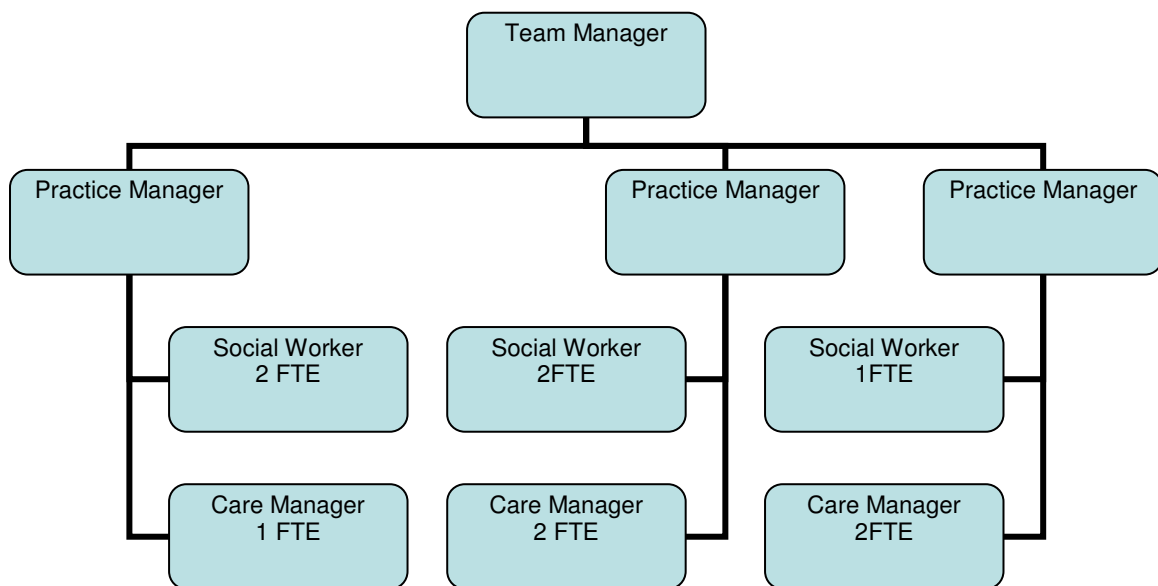
Proposed Disability/Long Term Conditions Team



Current Learning Disability Structure



Proposed Learning Disability Structure



Proposals for new salary scale for Learning Disabilities, Physical/Sensory Impairment and HIV Social Care Staff from 1st Jan 2006 for existing staff and new staff from date of appointment.

The salaries quoted for the following staff are inclusive of London Weighting

Title	Annual Salary	Spinal Point
Community Care Officer	£21,894 - £23,250	26 -28
Care Manager	£21,894 - £23,250	26 -28
Social Workers		
Newly Qualified	£26,307	32
One year's post qualifying experience	£29,101	36
Two year's post qualifying experience	£33,159	41
Three year's post qualifying experience	£35,586	44
Practice Manager	£35,586 - £38,004	44 - 47
Team Manager	£40,491 - £43,146	50 - 53