

# North Lanarkshire Council Report

## Adult Health and Social Care

approval  noting

Ref MF

Date 17/04/19

## IJB Financial Plan - Workforce Implications

**From** Margaret French, Interim Head of Adult Social Work Services

**Email** FrenchM@northlan.gov.uk **Telephone** 01698 332164

### Executive Summary

The purpose of this report is to advise Committee of the workforce implications of savings approved within the Financial Plan 2019/20 presented to the Integrated Joint Board (IJB) of the North Lanarkshire Health and Care Partnership on 26 March 2019.

Appendix A highlights the Social Work Services related budget savings approved by the IJB. The report outlines the employee related impacts with specific proposed post deletions outlined in Appendix B. The Committee is asked to note the savings options approved by the IJB and approve the associated staff changes to achieve savings.

### Recommendations

It is recommended that the Committee:

- i. Notes the social work savings approved by the IJB on 26 March 2019 as outlined in Appendix A.
- ii. Approves the associated staffing changes outlined in Appendix B.

### Supporting Documents

**The plan for North Lanarkshire** IJB Report - Financial Plan 2019/20  
(<https://mars.northlanarkshire.gov.uk/egenda/images/att90491.pdf>)

**Appendix A** Approved 2019/20 Social Work Financial Savings

**Appendix B** Workforce Implications

#### 1. Background

- 1.1 Funding for the Integrated Joint Board (IJB) is provided by North Lanarkshire Council and NHS Lanarkshire for the purpose of delivering the delegated functions as set out in the Integration Scheme and the IJB's strategic plan.

- 1.2 The IJB is required to prepare an annual financial plan to ensure that cost pressures, funding and savings are agreed in order to achieve a balanced budget position.
  - 1.3 The Integration Joint Board met on 26 March 2019 and agreed nine savings options totalling £3.328m, as detailed in Appendix A.
- 

## **2. Report**

2.1 The approved savings outlined in Appendix A have a number of employee implications with additional detail provided below. Appendix B outlines the impact on specific posts.

### **2.2 Review of the level of locality support services**

Social Work provides six locality support services for younger adults and seven integrated day services for older adults.

#### **2.2.1 Locality Support Services for Younger Adults (7 FTE reduction)**

The services support between 40 and 100 young adults in each locality. Support is self-directed across localities with the aim of maintaining independence and promoting self-management to limit the reliance on paid support services through an individual budget.

2.2.2 There are currently around 19.5 FTE vacancies and the proposed post deletions will be achieved from these vacant posts.

2.2.3 In addition, the service aims to co-locate the Motherwell locality support service with the Motherwell integrated day service to achieve property related savings. Furthermore the benefits of early intervention approach adopted in Locality Support Services reduces the need for more costly longer term paid support services and there will also be a reduction in the budget available for Self-Directed Support within the service.

#### **2.2.4 Integrated Day Services (10.75 FTE reduction)**

Integrated Day Services for older people form a significant element of community support for people who are at risk of hospital admission or referral to long term institutional care. A range of support is provided from personal care to therapeutic groups/activities, assistance and guidance to manage health conditions and support for carers.

2.2.5 In addition, a broader community facing element is provided through localities to assist older people living in the community to maintain or regain links with their community through participation in activities.

2.2.6 Coatbridge currently has two centres, each of the other localities has one. It is planned to close East Stewart Gardens in Coatbridge and increase the capacity of the Sinclair facility within the same locality. It is planned to undertake individual reviews with current service users to identify the most appropriate support needs and manage change.

2.2.7 Staffing reductions will be managed using the Council's approved workforce policies and practices including vacancy management,

redeployment and, where applicable, voluntary severance. There are currently 3.02 FTE vacancies across the service. Detail on specific posts proposed for deletion is outlined in Appendix B.

### **2.3 Additional Service Reviews (12 FTE reduction)**

2.3.1 Following approval at the IJB, the service will reduce the number of future placements on the social work secondee scheme. This element of the saving has no impact on the service's FTE.

2.3.2 In addition, the IJB approved a saving associated with a review and reduction of administrative support across the service, equivalent to 12 FTE (NLC 3). This saving will be progressed through existing vacancies linked with the review of administrative support.

### **2.4 Assessment, Planning and Service Delivery (no FTE impact)**

Assessment and planning is a core activity through which individual needs are assessed, risks identified and support plans determined. This is also a vehicle for the provision of information, advice and direct intervention. Pending other service reviews, this saving will be delivered during 2019/2020 by an increase in the turnover requirement for assessment, planning and service delivery staffing. As a result, the service will be required to actively manage vacancies throughout the financial year.

---

## **3. Equality and Diversity**

### **3.1 Fairer Scotland**

There are no specific impacts to note.

### **3.2 Equality Impact Assessment**

The service has undertaken the required Equality Impact Assessments on the savings approved by the IJB. In relation to East Stewart Gardens specifically, a stage 3 Equality Impact Assessment has been undertaken along with a detailed implementation plan to consider service user needs.

Individual equality impact assessments will be available to view on the Council's website.

---

## **4. Implications**

### **4.1 Financial Impact**

The implementation of these savings will ensure the IJB achieves a balanced budget position for 2019/20

### **4.2 HR/Policy/Legislative Impact**

Service management will liaise with colleagues in People and Organisational Development and trade unions to ensure that the relevant workforce development policies and procedures are applied to support affected staff.

4.3 **Environmental Impact**

No implications

4.4 **Risk Impact**

Specific risk impacts will be reflected in the service's risk register and managed accordingly.

---

**5. Measures of success**

5.1 Progress against achievement of financial savings is monitored on a monthly basis through the service's financial monitoring reports. These are presented regularly to the service's Resource Planning Group and at the IJB's Performance, Finance and Audit Sub-Committee.

---



**Margaret French**  
**Interim Head of Adult Social Work Services**  
**Health and Social Care, North Lanarkshire**

## IJB Approved Savings 2019/20

Ref	Saving	2019/2020 £m	Estimated F.T.E.
1	Review the level of Locality Support Services	1.346	17.75
2	Reduce external care home placements	0.655	0.00
3	Review eligibility criteria for access to supports	0.300	0.00
4	Additional service reviews	0.527	12.00
5	Pool Cars	0.150	0.00
6	Review of Equipment	0.020	0.00
7	Review of Locality Flexibility payments	0.020	0.00
8	Reduce supports to external providers	0.030	0.00
9	Assessment, planning and service delivery	0.280	0.00
<b>Total</b>		<b>3.328</b>	<b>29.75</b>

<b>Adult Social Work Service – Proposed Workforce Changes</b>								
<b>Division / section</b>	<b>Post</b>	<b>Current Establishment FTE</b>	<b>Proposed adjustment</b>	<b>Proposed establishment FTE</b>	<b>Grade</b>	<b>Salary cost of adjustment (grade mid-point) (£)</b>	<b>On-costs (£)</b>	<b>Total cost / saving (£)</b>
Older Adults - Day Care / East Stewart Gardens	Unit Manager	1.00	-1.00	0.00	NLC11	38,076	9,900	47,976
Older Adults - Day Care / East Stewart Gardens	Senior Integrated Care Worker	2.61	-1.42	1.19	NLC9	44,960	11,690	56,650
Older Adults - Day Care / East Stewart Gardens	Integrated Care Worker	6.12	-4.31	1.81	NLC7	109,254	28,406	137,660
Older Adults - Day Care / East Stewart Gardens	Senior Clerical Assistant	1.00	-1.00	0.00	NLC5	20,430	5,312	25,742
Older Adults - Day Care / Harry Walker Day Centre	Locality Support Worker	1.97	-0.78	1.19	NLC4	16,119	4,191	20,310
Older Adults - Day Care / Harry Walker Day Centre	Integrated Care Worker	6.63	-0.01	6.62	NLC7	253	66	319
Older Adults - Day Care / Sir John Mann Centre	Senior Integrated Care Worker	2.17	-0.17	2.00	NLC9	5,383	1,399	6,782
Older Adults - Day Care / Sir John Mann Centre	Integrated Care Worker	4.89	-0.07	4.82	NLC7	1,774	461	2,236
Older Adults - Day Care / Antonine Day Centre	Integrated Care Worker	8.05	-1.20	6.85	NLC7	30,419	7,909	38,328
Older Adults - Day Care / Motherwell Integrated Day Service	Locality Support Worker	1.83	-0.40	1.43	NLC4	8,266	2,149	10,415
Older Adults - Day Care / Stewarton Day Centre	Senior Integrated Care Worker	3.00	-0.37	2.63	NLC9	11,715	3,046	14,761
Older Adults - Day Care / Stewarton Day Centre	Locality Support Worker	1.93	-0.02	1.91	NLC4	413	107	521
Younger Adults - Disability Support Services / Airdrie Locality Support Services	Locality Support Worker	12.00	-1.00	11.00	NLC4	19,548	5,082	24,630

Younger Adults - Disability Support Services / Bellshill Locality Support Services	Locality Support Worker	9.00	-1.00	8.00	NLC4	19,548	5,082	24,630
Younger Adults - Disability Support Services / Coatbridge Locality Support Services	Locality Support Worker	10.50	-1.00	9.50	NLC4	19,548	5,082	24,630
Younger Adults - Disability Support Services / Cumbernauld Locality Support Services	Locality Support Worker	15.00	-1.00	14.00	NLC4	19,548	5,082	24,630
Younger Adults - Disability Support Services / Motherwell Locality Support Services	Locality Support Worker	14.00	-1.00	13.00	NLC4	19,548	5,082	24,630
Younger Adults - Disability Support Services / Wishaw Locality Support Services	Locality Support Worker	15.50	-1.00	14.50	NLC4	19,548	5,082	24,630
Younger Adults - Disability Support Services / Bellshill Locality Support Services	Rehabilitation & Mobility Officer	1.00	-1.00	0.00	NLC10	35,004	9,101	44,105
Locality & HQ Resources / Various Locations	Clerical Assistant/Typist	12.00	-12.00	0.00	NLC3	216,792	56,366	273,158
<b>Total</b>		<b>130.20</b>	<b>-29.75</b>	<b>100.45</b>		<b>656,146</b>	<b>170,595</b>	<b>826,743</b>

**Summary of proposed workforce changes:**

<b>Net change in employee costs</b>	<b>Net change in establishment (FTE)</b>
<b>Posts Deleted:</b>	<b>29.75</b>
Vacancy	22.02
Redeployment	3.73
VRS	4.00
<b>Posts Created</b>	<b>0</b>
<b>Net Change</b>	<b>29.75</b>