

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 5th September 2017

Decision Type: Non-Urgent Executive Non-Key

Title: ADULT SERVICES BUSINESS CASE FOR MOBILE WORKING

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Chief Officer: Stephen John, Director of Care Services

Ward: Borough-wide

1. Reason for report

- 1.1 The purpose of this report is to provide details and request approval for the expenditure required for the implementation of mobile working across Adult Social Care.
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2. RECOMMENDATION

- 2.1 The Care Services PDS Committee is asked to note and comment on the contents of this report prior to the Council's Executive being requested to:

- i) Approve the release of £200,000 from the Council's Technology Fund to provide additional IT equipment, as detailed in the Report CS18063

Impact on Vulnerable Adults and Children

1. Summary of Impact: Adult Social Care services deliver a range of services to vulnerable adults.
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Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Excellent Council Supporting Independence:
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Financial

1. Cost of proposal: £200,000
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: New funding being requested
 4. Total current budget for this head: £0
 5. Source of funding: Council's Technology Fund
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Staff

1. Number of staff (current and additional): 149 current staff across Adult Social Care
 2. If from existing staff resources, number of staff hours: 0
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Legal

1. Legal Requirement: Statutory Requirement
 2. Call-in: Applicable: Executive Decision
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Procurement

1. Summary of Procurement Implications: Not Applicable: The proposed plan will be implemented via the corporate IT contract.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 6,000 Service Users, 149 staff
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

- 3.1 As a result of concerns raised in the Managers Briefing last year regarding the high demand across Adult Social Care, the Initial Response service embarked on a mini pilot with a laptop and 4G connection to consider how mobile working would benefit the service, staff and service users. The decision to start with Occupational Therapists (OTs) was made because of the waiting list of 170 for this service area at the time.
- 3.2 According to the Performance Digest the Initial Response Function answered 17,432 of the 23,177 calls to its service last year of those 4,734 had a referral raised and required further assessments. A total of 3,078 reviews were completed across all adult service areas but despite this there are waiting lists of approximately 242 for OT, 181 Care Management (CM) assessments and 186 Reviews. These are inevitable with the current capacity and way of working. Waiting lists are also caused by problems with staff retention.
- 3.3 The outcome of the short 8 week pilot provided evidence that productivity in assessments was increased by between 40 to 50%. The worker was able to complete the assessments and order equipment whilst with the Service Users (SU) which was authorised by the Senior OT who could access the request immediately electronically from the office. This electronic action saved the OT time negating the need to use time returning to the office and resulted in between 7 and 8 people being seen each week compared to the 4 or 5 without mobile working equipment in place. The SU benefits from being seen quicker and therefore have their assessment completed and the outcome achieved in a shorter space of time. This ensures they have their independence maximised and can make use of their home environment, prevents the need for them to make additional phone calls to the Initial Response Service to find out when they will be assessed and therefore reduces waiting times for callers and cuts out duplication. It is good customer service and meets the requirements of the Care Act 2014 in promoting individual wellbeing and preventing and delaying needs for care and support. (See Appendix 1 for pen picture). Data from the performance team shows the OT service has seen an increase of around 46 assessments per month since April 2015.
- 3.4 According to figures provided by strategy and performance the workload in Care Management has increased by 30% in recent years and can be attributed to several issues. For example, there has been a growth in the complexity in health conditions and in frailty of an aging population who are living longer. The implementation of the Care Act with a more robust approach in applying the Mental Capacity Act 2005 (MCA), strengthening of Safeguarding and implementation of Deprivation of Liberty which has resulted in a significant impact on the capacity of Care Management to carry out the duties and responsibilities required of them.
- 3.5 Safeguarding changes saw the introduction of preliminary enquires requiring additional home visits to be carried out to determine whether an s42 enquiry would be required. MCA assessments have grown in line with people unable to make decisions for themselves because of problems with their memory and cognition or learning disability. Assessments must be decision specific and therefore an individual is likely to need at least two MCA's; one regarding their ability to weigh up information and decide on financial matters and another for matters in relation to their care and support or change of accommodation. In some cases a MCA is required to determine if the adult can agree to have an assessment of needs before an assessment to determine eligibility can be completed.
- 3.6 Deprivation of Liberty (Community DoL) is another area creating significant demands on care management since the Supreme Court judgement in March 2014. There are many adults with a learning disability and older people with needs pertaining to memory and cognition that are cared for in supported living or by formal and/or informal care in the community who are being deprived of their liberty. This is unlawful unless the Court of Protection has been approached to consider whether they are satisfied it is in the best interest of the individual for them to be

deprived of their liberty. The process from the start of assessing an individual to the submission to the Court of Protection is currently taking in excess of 14 hours. A snapshot completed by assessment and care management indicated an initial modest figure of 50 all of whom would need to be assessed and then reviewed at least annually. In learning disability this is estimated to be in the region of 200-300 cases.

- 3.7 Adult Services are currently working on 11 Community Deprivation of Liberty Assessments, 3 of which have been submitted to the Court of Protection so far. Adult Services are currently not meeting this statutory requirement and mobile working will help to address some of the demand in this area. The annual cost nationally if DoLS was managed within current law is estimated as being in the region of £2.2 billion by the Law Commission. The Law Commission recommends a change from Deprivation of Liberty to Liberty Protection Safeguards which will save time and therefore money but if accepted this will not be implemented for at least two years leaving the Council open to legal challenge in the meantime if we do not respond to the demand.
- 3.8 Members of staff were asked for their view of what equipment they needed to do their job more efficiently and they cited a laptop (with built in dongle), or an iPad and a Blackberry Leap or equivalent as equipment that would be needed. Staff members in Adult Social Care are aware of the mobile working equipment provided to their colleagues in Children's Services leaving them feeling undervalued.
- 3.9 There are 149 posts with assessing responsibility across the Adult Social Care Service who could work remotely. In addition to this, members of staff will very soon need to work a significant amount of their working day off site due to the plans to reduce office and parking space in line with Council's plans for April 2018. The Deputy Chief Executive has stated that staff will be supported with technology as part of the recruitment video, which would indicate the council's commitment to this way of working. Assessing staff require laptops with docking stations and smart phones to enable them to access essential information held within the Councils Systems and Databases. This would allow them to complete assessments from different locations negating the need for them to use valuable time travelling back to the office or home in order to complete work required.

4 SOLUTION:

- 4.1 To ensure greater efficiency, to manage increasing demand, to prepare for reduced working and parking facilities, to embed mobile working and allow for a change in culture IT equipment needs to be rolled out to assessing officers across Adult Social Care. Mobile working supports the Council's plans.
- 4.2 It is not possible to provide a definite sustainable efficiency level presently with these tools in place, but the mini pilot evidenced a short term efficiency increasing assessment capacity by between 40 to 50%. Examples of claims by the technological companies would support this in their claim of between 40 – 60% efficiency nationally with mobile working programmes in place.
- 4.3 There has been a 30% increase in workload in Adult Social Care which will be supported by mobile working.
- 4.4 Learning Disabilities are looking at invest to save options within the service that potentially could save £650,000 in efficiencies. If mobile working were implemented it is envisaged that the capacity to reach these current savings goals would be enhanced.

5 EFFICIENCIES:

5.1 In view of the increase in demand on Adult Social Care mobile working would be best practice as a tool to better manage this demand and would result in a sustainable efficiency. This is likely to reduce growth bids for more qualified staff to meet legal duties.

5.2 Initial improvements and efficiencies:

- a) Immediate improvement to staff morale and subsequent positive impact on staff retention.
- b) 15-20% increase in productivity across Adult Social Care by end of 2017/18 assuming mobile working is implemented by October 2017.
- c) 30% sustainable increase in productivity in 2018/19 to meet current increase in demand.

5.3 Proposal:

- a) To provide all assessing staff across Adult Social Care with the required to enable mobile working.

5.4 Next Steps:

- a) Update mobile working guidance for management and staff to follow.
- b) Work with staff to imbed a mobile working culture.
- c) Set a target date for full implementation.
- d) Set targets to ensure staff met the estimated efficiencies.
- e) Review mobile working post implementation to determine outcomes and impact on staff members, service users and identify sustainable efficiencies.

6. IMPACT ON VULNERABLE ADULTS AND CHILDREN

6.1 The full content of this report impacts on the needs of vulnerable adults and the required actions necessary to improve the services delivered.

7. POLICY IMPLICATIONS

7.1 The provision of mobile working for Adult Services is a commitment in the Executive Director of Education, Care and Health Services' 'Our Journey to Excellence.' Moreover, it is part of the Building a Better Bromley; Supporting Independence and Excellent Council priorities.

8. FINANCIAL IMPLICATIONS

8.1 The estimate of the one off costs to introduce mobile working across Adult Social Care is £200k.

8.2 Although efficiencies cannot be quantified at this stage until the introduction of mobile working, it is envisaged that efficiencies will be made through increased productivity as described in the body of the report.

8.3 This will help alleviate pressures being experienced in Adult Social care through increased demand, etc and should help contain cost pressures being experienced and minimise future growth pressures.

- 8.4 There will be ongoing costs of the IT equipment of approximately £25-£30k per annum. This will have to be met from existing Adult Social Care budgets.
- 8.5 The expenditure of £200,000 for the implementation of mobile working across Adult Social Care is a one-off cost from the Council's Technology Fund.

9. LEGAL IMPLICATIONS

- 9.1 All assessments in Adult Social Care are completed in line with the Care Act and members of staff also adhere to the Data Protection Act 1998 and other relevant legislation within it. The implementation of mobile working will help address the additional demands on the service as result of changes brought about by the Care Act 2014.

10. PERSONNEL IMPLICATIONS

- 10.1 Adult Social Care is a new member of the Recruitment and Retention Board and is working closely with HR and Learning and Development to improve recruitment outcomes. As an example of this collaborative working Adult Social Care has successfully appointed 10 additional employees as a result of the IR35 rule changes and the ASYE Recruitment evening for Newly Qualified Social Workers. London Borough Bromley has difficulties in retaining staff due to competitive pay and conditions offered by neighbouring boroughs. Mobile working is viewed as an attractive benefit in supporting staff in their roles and therefore would support the retention of staff.

11. PROCUREMENT IMPLICATIONS

- 11.1 There is a corporate IT contract in place so Adult Social Care would be working with IT to implement this plan.

Non-Applicable Sections:	Not Applicable
Background Documents: (Access via Contact Officer)	Not Applicable