



Title: **Adult Social Care Staffing**

Public Document: **Yes**

Wards Affected: **All Wards in Torbay**

To: **Priorities and Resources  
2013/2014 Review Panel** On: **11<sup>th</sup> January 2013**

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## 1. **Context**

The proposals brought forward by the Trust, in regard to Adult Social Care staffing, reflect the requirement for savings set out in the Annual Strategic Agreement for 2013/14. These requirements are in line with the challenging financial position which is facing the Council.

In preparing budget proposals the Trust has been mindful of the need to achieve a careful balance between the services received directly by service users and the staff time necessary to assess, co-ordinate, arrange, review, monitor and manage those services.

## 2. **Background**

The 'zone based' care management services provided by the Trust are widely regarded as an exemplar for integrated working. The Trust is committed to ensuring that our services continue to be regarded highly and provide the right outcomes for individual service users.

However the Trust is also committed to continually improving the way we work to ensure that we deliver high quality outcomes for service users whilst also delivering best value to our commissioners.

This means continually reviewing the way we work and deploy our staff. As part of this process we believe there are indications that:

- Some of our internal processes might be more time intensive than is now necessary.
- There are some areas of service which have traditionally been provided by the Care Trust that could be co-ordinated by the voluntary sector.

The Trust is therefore confident that by auditing the way we currently deploy staff time and reviewing our relationship with the voluntary sector it will be possible to make savings without impacting on the outcomes experienced by 'Mrs Smith'.

### **3. Summary of Proposals**

The objective is to reduce the level of staff time required to deliver a given level of service to the residents of Torbay. The necessary reduction in staffing levels will be delivered through a range of activities, including:

- Reducing management costs.
- Streamlining assessment and review processes to reduce the time it takes to complete standard processes.
- Redesigning and rationalising back office and support functions.

### **4. Anticipated Impact for 'Mrs Smith'**

Because we believe it is possible to streamline the way we work these proposals are not expected to have any impact on the outcomes, or level of service, which are provided to meet the assessed needs of individual service users.

However to make sure that our staff are working in the most cost effective way, and make the best use of their time, it might be necessary to alter the way in which staff work with the people who use our services. Examples of this might include:

- Where it is possible, and appropriate, conducting some assessments and reviews over the telephone, rather than in face to face interviews.
- Introducing simpler, streamlined, assessment and review processes for people with less complex needs / circumstances whilst still ensuring that people who have more complex needs receive the more detailed attention which they require.

Additionally there may also be circumstances where by working in more imaginative ways with the voluntary sector some advice and low level support services might in future be available from / through the voluntary sector. This approach would not only be more cost effective, but also promote the voluntary sector and offer a wider range of choices for service users.

### **4. Conclusions**

Making changes to the way in which services are operate and run will always carry a degree of risk. However the Trust is confident that the changes necessary to make savings through using staff time more effectively can be achieved without affecting service outcomes or the welfare of service users.

**Phil Heywood**

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**Torbay and Southern Devon Health and Care Trust.**