

North Somerset Council Decision

Decision of: Matt Lenny (Director of Public Health)

Directorate: Public Health and Regulatory Services



Decision No: PHRS044 2023/2024

Subject: Decision to create and recruit to new posts in the Smokefree Team.

Key Decision: YES- 6 X NEW POSTS (3 NEW ROLES) IN SMOKEFREE SERVICE

Reason:

We are seeking support to recruit additional roles into Health and Care PH team (Smokefree service) following new ringfenced investment from central government for the next 5 years as part of the national Smokefree Generation ambition to support more people to quit and to enable a smokefree generation. Further investment is sourced from the ICS (Integrated Care System) treating tobacco dependency (TTD) fund.

We have been tasked with doubling participation in our smoking cessation provision using new monies from the treasury, ringfenced and with the stipulation that disinvestment of the original budget allocation is prohibited. For North Somerset Council, reported spend in 2022/23 was £306,638.

We will be doing some of the increase in activity through system wide approaches, including enabling capability of our wider workforce across partner organisations and through training. This will be alongside increasing our core capacity within the in-house Smokefree service.

In addition, North Somerset Council Public health, as Smokefree BNSSG (Bristol, North Somerset, and South Glos) leads, and holder of Section 256 TTD funds have volunteered to host the Swap to Stop coordinator post on behalf of the Integrated Care System (ICS).

Background:

Tobacco control has not recently been mandated within Public Health duties despite plenty of evidence that it is one of the leading public health actions that can improve health outcomes for individuals and for society. In North Somerset we have continued to invest in smoking cessation knowing of its significant health and wellbeing benefits and ultimately that it is the right thing to do. Through this provision, we have earned a reputation of excellence, innovation, and impact, offering leadership within our regional peer groups. In that leadership capacity, North Somerset leads Smokefree BNSSG (Bristol, North Somerset, and South Glos) on behalf of ICS partners.

In Oct 2023, the UK government announced they would be leading a national, funded campaign to focus action in this area and will introduce legislation to make buying tobacco illegal for people born 2009 or later. This is through a phased implementation of new policy

named “Stopping the start.” <https://www.gov.uk/government/publications/stopping-the-start-our-new-plan-to-create-a-smokefree-generation/stopping-the-start-our-new-plan-to-create-a-smokefree-generation>

Stopping the start investment for North Somerset is £244,475. Department of Health and Social Care (DHSC) through the Office of Health, Inequalities and Disparities (OHID) have set out more details for each system and LA area including targets and a 5-year timetable for this change (Table 1&2). For North Somerset Council, this is modelled into the following trajectory of set quit dates:

National Goal Increase	Smoking Population Proportion	1 Year figure (Goal*Smoking Proportion)	5 Year Figure	Y1 (25%) Increase	Y2 (50%) Increase	Y3 (125%) Increase	Y4 (150%) Increase	Y5 (150%) Increase
193,908	0.349%	677	3,386	169	339	847	1,016	1,016

Table 1. NS Trajectory of set quit dates

Current Rate (as reported in SSS)	Year 1 Total	Year 2 Total	Year 3 Total	Year 4 Total	Year 5 Total
717	886	1,056	1,564	1,733	1,733

Table 2. NS trajectory of set quit dates total (baseline and additional)

Decisions:

Decisions relate to increasing Smokefree and Swap to Stop capacity to meet projected increases in related service activities:

1. Decision to recruit to the Smokefree North Somerset posts described.
2. Decision to complete a job evaluation of two existing roles within the Smokefree team.
3. Decision to recruit to the ICS Swap to Stop Coordinator post.

Reasons:

We have been set ambitious targets for our local communities (Table 1&2). Our Smokefree service performance is favourable but existing workforce will not be sufficient to meet the trajectory levels set. North Somerset Council, as Smokefree BNSSG system lead, has volunteered to host the Swap to Stop coordinator on behalf of the ICS.

We propose that through team restructure alongside recruiting to additional Smokefree posts, and Swap to Stop Coordinator Post we will be resourced appropriately to achieve these targets.

Table 1. Our proposed resource changes and costs.

Proposed change	Resource impact (anticipated)	Number of posts	comments
Job Evaluation of specialist advisor role JG7- Level 9	+£18.5k	1	Through Job Evaluation (JE) process. Additional management, training development.

Job Evaluation of Advisor role – JG4-5	+£6.8k	1	Through J.E. Additional Training focus and coordination
Additional Smoking Advisor roles	+ ££67k (£33.5k each)	2 FTE	2 New roles permanent
Fixed term smoking advisor role to be made permanent	£30k Within budget	0.8FTE	Position currently held by Lousie Snow
Introduction of a North Somerset Peer support coordinator to work in partnership with ICB (Integrated Care Boards) Coordinator	£18.3k Pro rata 0.4FTE	1	New role permanent FTE £45,900
Redirection of our 0-19 Smoking Advisors to support smokefree homes, vaping in schools, and where needed working in partnership with NHS colleagues supporting expectant and new mothers	Nil	2	Hayley and Anna JD and PS have been amended to cover this.
Increased engagement with Primary Care Networks including enhanced tariffs for areas of known inequality, training, and updated/embedded CRM system.	All in budget.	N/A	Covered in CRM options paper and VTC Primary Care 24/5. Will increase training support needed.
Increased activity via health visitors, and upskilling wider workforce to deliver short behavioural interventions.	Time allocation	N/A	Will increase training support needed.
The introduction of new groups in substance use service settings – using swop to stop.	Time allocation	2 settings	Will increase training support needed and complexity of group members.
A dedicated Public Health communications officer	+£25k	1	To work in a hybrid manner between Public Health/NSC Communications team 15 hrs @ Level 10).
Totals	~£185k	5 new (shaded) 4 changed	

We anticipate considerable scrutiny from OHID around target led service delivery and improved outcomes.

Without the addition of the new Smokefree posts, the Tobacco reduction Commissioning Manager and Smoking cessation service would be unable to meet the projected volumes of service delivery and leadership required which could result in:

1. A missed opportunity to improve outcomes for our population.
2. organisational exposure through not meeting our targets for this highly visible workstream. This introduces reputational risk to the organisation and could lead to loss of funding.

A briefing paper for the Swap to Stop coordinator post is attached as appendix 1. North Somerset will host this role for 2 years and offer it at Level 7 (equivalent NHS AfC (Agenda for Change) Band 6 range). The funding for this post will be drawn from a historic TTD underspend (c.£500,000 in total) that is held by North Somerset Council via Section 256 agreement on behalf of the system.

Options Considered:

Smokefree North Somerset:

- Option 1 – Preferred option – to recruit to post to enable sufficient capacity to deliver the objectives of the policy in addition to the delivery of the existing services.
- Option 2 – Not recruit to posts. This is not recommended.
- Option 3 – Delay recruitment or phase over the 5-year period. This has been considered but disregarded. Due to the combination of ambitious targets, alongside the high demand for similar workforce and roles at national level, if we delay or stagger our recruitment, we are at risk of not appointing the highest calibre of candidates, duplicating efforts in multiple recruitment cycles, or falling behind on our activity.

Swap to Stop Coordinator:

- Option 1. Host within ICB.
- Option 2. Host in LA partner.

(See report in appendix 1 for detail).

Financial Implications:

Smokefree North Somerset costs:

1. Salaries for posts:
 - Job Evaluation (JE) of 2 existing posts Post 1 (+£18.5k) and Post 2 (+£6.8k).
 - 3 Smoking Advisor posts. Permanent (+£100.5k)
 - 0.4 North Somerset Peer support coordinator. (£18.3k Pro rata)
 - 1 Public Health communications officer, Part time (+£25k)

Total estimated workforce costs: £185K

2. Overheads such as IT, mileage etc.
3. Service-related costs: Enhanced Tariffs, NRT (Nicotine Replacement Therapy) consumables, campaign, and event costs.

Swap to Stop Coordinator costs:

1. NSC Level 7 Salary with oncosts for 2 years fixed term post is £91,800 to £99,570. (£45,900 to £49,785 per annum).

Funding:

Smokefree North Somerset

The new posts or uplifts to existing roles have all been costed and are affordable within the expected funding envelope of this grant (£244,475) and existing budget allocation.

Swap to Stop Coordinator

The funding for this post will be drawn from a historic TTD underspend (c.£500,000 in total) that is held by North Somerset Council via Section 256 agreement on behalf of the system.

Legal Powers and Implications:

Conditions of this Public Health LSSS grant is that the monies are used to increase smoking cessation capacity rapidly to support the treatment/options of people who smoke.

Conditions of the Section 256 Agreement for TTD funds (appendix 2).

Climate Change and Environmental Implications:

There are no expected negative environmental implications associated with these posts. Travel will be kept to a minimum with most of the work conducted remotely, although there will be a need for some face-to-face work and to attend drop-in clinics and meetings. Printing will also be kept to a minimum and any paper used will be recycled.

Where possible we will not use vape products that are disposable or difficult to recycle and will promote options that are least impactful on climate as well as responsible behaviours related to disposal of waste/littering.

Consultation: New roles will be available for any at risk candidates. Job evaluation will be completed in line with the current policy with HR support. Unions will be consulted where indicated.

Risk Management:

In accordance with North Somerset Council's Risk Management Strategy, internal risk governance sits within the Public Health and Regulatory Services, with Commissioning Managers, Health and Care Public Health Service Leader, and Consultant in Public Health, forming the internal project team who contribute to the Commissioning of the Smokefree services.

Assessment of risk against these proposed changes is delivered through a standardised risk management matrix of likelihood and impact. Although low-medium impact and likelihood risks associated with the proposal have the potential to cut across risk themes including, finance and resources, and corporate governance. Risk analysis and control measures will be implemented to remove, accept, mitigate, and exploit risk as appropriate against individual risk items. A local risk register will be maintained and updated through a continuous process of re-evaluation.

Risks associated with service delivery will be regularly monitored through quarterly H&C management meetings. Any risks identified will be reviewed and mitigated through the service management process and meetings.

Identification, recording and reporting of risks will be delivered through PHRS and recorded in the Health and Care team's risk registers. In accordance with the risk monitoring and reporting guidance within the local risk management framework, risks will be reported from NSC officers through the PHRS governance structure and associated reporting and monitoring flow chart. Where appropriate they will be escalated and added to Directorate and Corporate risk registers and shared into the ICS risk management process.

There is minimal financial risk from this decision given the funding available and that the budget allocation will continue to be used for the purposes of delivering Public Health services – and have recurrent increased funding for the duration of the 5-year plan.

Considering MTFP (Medium Term Financial Plan) we have considered if the roles were necessary and for the reasons expressed within this paper are satisfied that they remain essential.

This growth in service offers new roles for our local community as well to retain skills and experience within the existing workforce but also bring new colleagues into the service which will support our succession planning and resilience.

We have considered the risk/benefit of fixed term compared to permanent recruitment options and feel on balance that permanent roles are going to offer more stability to this service and reduce insecure job options that we know are not favourable to our workforce. However, due to funding constraints on the Swap to Stop coordinator post, will have to offer as a fixed term post for 2 years. The new roles offer entry level opportunities into Public Health careers.

Equality Implications:

Have you undertaken an Equality Impact Assessment?

No, however given the populations these roles will support it is recognised that by improving our workforce position we are better equipped to tackle inequalities that exist as well as improve quality of service activity data and offer more bespoke provision for seldom heard groups.

Corporate Implications:

We have ensured that we have adhered to relevant policies such as Job Evaluation process and recruitment. We have considered the requirement to align structure within our PHRS Directorate.

NSC offer strong leadership across Bristol, North Somerset, and South Glos) system (BNSSG), with Samuel Hayward the Senior Responsible Officer (SRO) for Smokefree BNSSG and Treating Tobacco Dependency, Supported by Chris Miles, Health Improvement Advanced Specialist, Tobacco Control Lead Commissioner, Smokefree North Somerset Manager both with extensive experience.

Investment into our services will help to respond to the targets set, to achieve our ambitions towards a smoke-free BNSSG; sustaining our reputation, reducing smoking related harms with benefits enjoyed across all our partner organisations and in every community.

Appendices:

Appendix 1. Healthier Together (2024) Recruitment of S2S coordinator March 2024. ICS report.

[OBJ]

Appendix 2. BNSSG ICB and NSC TTD Section 256 Agreement.

[OBJ]

Background Papers:

Background Paper 1. OHID (2024) Local Stop Smoking Services and Support Grant 2024-2025. Letter to DPH (Director of Public Health).

[OBJ]

SIGNATORIES:

DECISION MAKER(S):

A handwritten signature in black ink, appearing to be 'S. J. ...', written over a horizontal line.

Signed:

Title: Consultant in Public Health on behalf of Director of Public Health and Regulatory Services

Date: 02 May 2024