

CONSULTATION PROPOSAL DOCUMENT

Establishment of Permanent Independent Review Team

▪ **Rationale for the proposed change(s) and perceived benefits**

This consultation proposes that;

1. The Review Team become an established Team with permanent posts.
2. The current team is expanded. Creating a further 6 permanent posts;
 - 2x Social Worker Posts
 - 4x Social Care Officer Posts

This proposal is to enable the Review Team's current scope to expand and enable the completion of the following reviews

Team	Review Cohort
Integrated Neighborhood Teams (including social care)	<ul style="list-style-type: none"> • Commissioned Care at Home • Personal Budgets • 6-8 week reablement reviews • 6-8 week hospital discharge reviews • Associated Carers Reviews
Learning Disability Team	<ul style="list-style-type: none"> • Commissioned Care at Home • Personal Budgets • 6-8 week reablement reviews • 6-8 week hospital discharge reviews • Associated Carers Reviews
Older Peoples Mental Health Team	<ul style="list-style-type: none"> • Commissioned Care at Home • Personal Budgets • 6-8 week reablement reviews • 6-8 week hospital discharge reviews • Associated Carers Reviews

1. Background

The Review Team was initially established as a six month pilot in April 2017, funded through the Improved Better Care Fund. The development of the Independent Review Team Pilot coincided with the introduction of Statutory Care Act guidance; this places an expectation on councils to review Support Plans "no later than every 12 months". This guidance placed further demand on the current social care teams to complete overdue reviews. Prior to start of the pilot, social care teams struggled to carry out this work within the expected time frame due to case volume and competing priorities creating a significant backlog of overdue reviews resulting in noncompliance of Care Act regulation.

The purpose of the Independent Review Team was to complete Annual Support Plan Reviews of commissioned and Direct Payment Domiciliary Care Packages, as well as 6-8 week hospital discharge and 6-8 week reablement input reviews.

Unhindered by the complexities of case management faced by the social care teams the Review Team were able to complete thorough, asset and strength based assessments and reviews. The Team also reduced the backlog and reduced the financial impact on the council by removing or reducing unnecessary provision.

Employees currently working in the interim Review Team were appointed in 2017 following an internal expression of interest process, and transferred to the team on existing job descriptions. In September 2018, one of the Social Care Officers left to and was replaced by a new appointee on a fixed Term Contract in December 2018 following the formal recruitment process.

2. Objectives

The objective of the independent review team is:

- To ensure that reviews are completed in line with Care Act 2014 and statutory guidance expectation.
- Improve the quality of existing Adult Care Assessments and Support Plans in line with Care Act compliancy;
- To further utilise social prescribing, universal and community services when looking at meeting an individual's need, thus developing community assets whilst reducing the cost of commissioned and direct payment packages;
- Drive forward best practice in relation to support plan design;
- To reduce demand on social care teams;

- Reduce customer reliance on commissioned service for an unidentified need as outlined within GM Transformation proposals;
- Reduce spend appropriately by redirecting to more cost effective services.

3. Rationale

There is a sense that our social care teams can overprescribe care and support, and do not always have the time to consider the wider community offer before traditional and often more costly support is put in place. Therefore we need to work towards reducing the level of conversion from assessment into long term care and exploring alternative options.

Working practice should ensure exploration of all community, family and carer support and that any provision agreed meets only the outcomes the care assessment identifies that the individual is unable to achieve independently. Any support should focus on how we enable the person to achieve those outcomes rather than providing or doing it for or to them.

There is extensive research to show there are better outcomes for people when done 'with' the person rather than 'to' or 'for' the person. There is also criticism of social care systems being too paternalistic creating customer reliance and unnecessary dependency, this is something in Bury we aim to move away from.

Alongside the transformation and savings work the Principal Social Worker in Bury is leading a programme of workforce development that will bring about:

- Strength and asset based approach
- Ethnographic thinking
- Personalised conversations
- New quality assurance framework
- Providing social care with the tools and information to work differently
-

This workforce development will ultimately lead to behavioural change of the social care workforce that overtime will reduce the reliance on traditional care.

Permanent establishment of the Review Team would allow Bury Council to meet its statutory obligations whilst retaining and building on the expertise of the current interim team. Expansion of the Team will enable them to carry out the majority of the local authority review functions; releasing needed capacity within social care

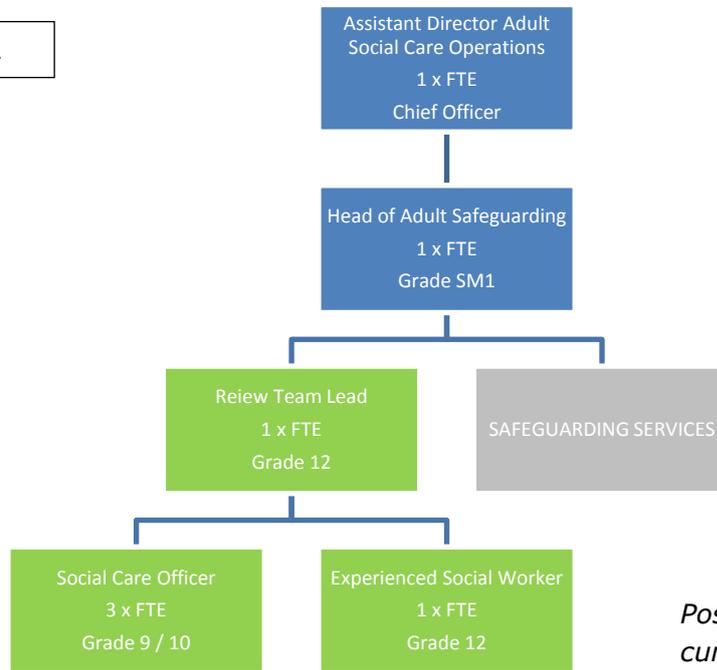
teams and reduce the financial impact created by unnecessary/inefficient support provision.

4. Benefits

- Consistent holistic reviews at the most appropriate time enabling the intervention to be outcome focussed as opposed to provision focused.
- The Team will have be able to actively work with internal and external providers to identify non-statutory community based services or resources which support the customer to achieve their outcomes whilst reducing reliance on commissioned care.
- A more consistent adherence to Personal Budget policy.

- Structure prior to restructure

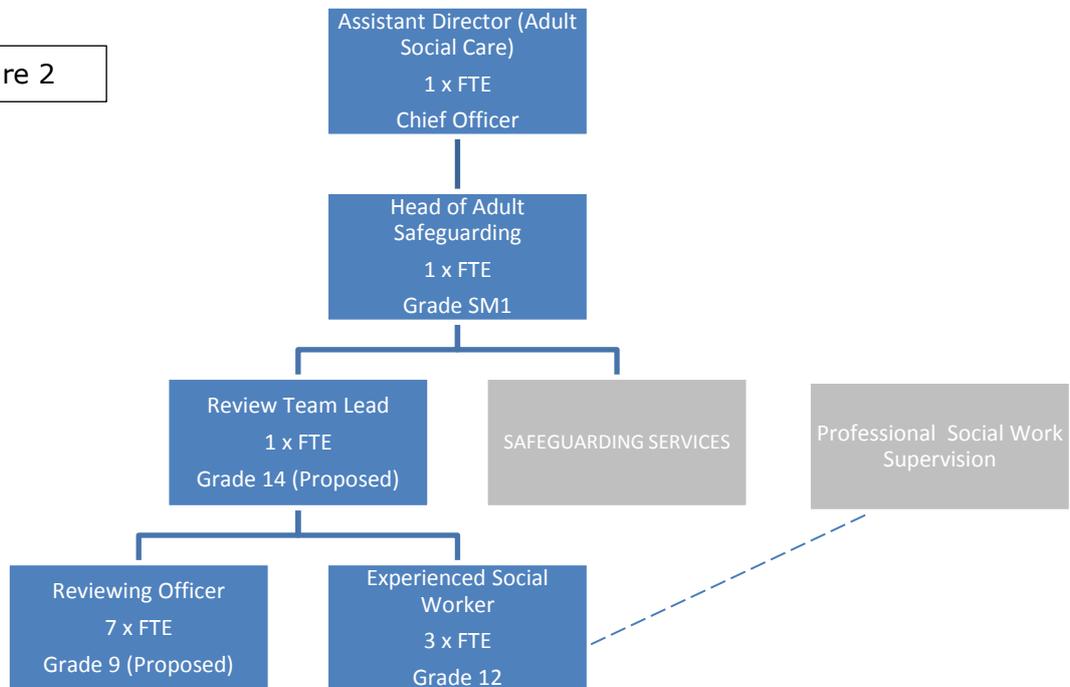
Figure 1



Posts in Green are currently fixed term posts

- Proposed structure after restructure

Figure 2



▪ **Cost of structure before and after the proposals take effect**

The Review Team was previously funded by Improved Better Care Fund but a decision was made for 20/21 to move the majority of the government grants away from individual services and into a central funding pot.

The total cost of the proposed team is **£455,123.73**.

Table 1 Post	Grade	FTE Posts	TOTAL
Review Team Lead	14	1	£ 55,033.44
Experienced Social Worker	12	3	£ 145,120.51
Social Care Officer	9*	7	£ 254,969.78 ¹
			£ 455,123.73²

There is a current staffing budget of £196,900, which is core budget. This means the costs for the additional posts is £258,223.

The Review Team was originally established on an invest to save assumption. In the previous 3 years the cost saving percentage per review has covered the staff expenditure.

Table 2 Financial Year	% Saving Per Review	Reviews Completed	FYE Cost Reduction
2017/2018 (Part Year)	14.5%	135	£179,559
2018/2019	11%	700	£634,123
2019/2020	9%	833	£628,918

¹ This includes pay protection for 1 year for 1 SCO.

² Inclusive of on-costs and reflective of top SCP

Projected cost reduction figures are based on an initial 2% reduction as per 2017-2020. However, if the proposal is approved the review completion capacity will significantly increase.

The proposed review scope will also increase, so the cases reviewed will not be duplicated. The below figures are the minimum projected cost reduction based on previously achieved Review Team cost reduction.

Table 3 Financial Year	Projected % Saving Per Review	Reviews Completed	Proposed FYE Cost Reduction
2020/2021	7%	1,463	£566,812
2021/2022	5%	1,463	£552,644
2022/2023	3%	1,463	£538,830

- **Consultation timetable / Programme:**

Length of consultation:	Activities to take place during consultation period:
30 calendar days from 8 th March 2021 – 7 th April 2021	Whole staff briefing. One to one / small group meetings with staff as requested.

- **All jobs in the area of the restructure and the impact on each one**

Post	Grade & FTE	Notes
Review Team Manager	Grade 14, 1 x FTE	Duties of post undertaken by Project Lead post on a fixed term basis. Job description revised. Proposed to slot in existing post holder on permanent basis under 60% rule and as post

		holder has performed duties for over 4 years on fixed term basis
Social Care Officer 1 Grade 9	Grade 9, 7 x FTE	3 x FTE posts currently on establishment. Job description revised Proposed to slot in 3 existing 3 x FTE post holders under 60% rule on permanent basis as post holder have performed duties for over 4 years on fixed term basis or been appointed to post following open recruitment process. 1 x FTE post holder will be subject to pay protection due to proposed reduction in grade. Additional proposed 4 x FTE posts established and to be appointed to through open recruitment process.
Experienced Social Worker	Grade 12 x 3 FTE	1 x FTE post vacant Additional proposed 2 x FTE posts established and to be appointed to through open recruitment process.

- **Job descriptions & Person Specifications for all new or revised posts**



Review Team
Manager JD and PS



ESW jd and person
spec.docx



Reviewing Officer
JD and PS final draft

- **Implementation timescale and plan for the proposals**

Date	Activity
7 th April 2021	End of consultation period
9 th April 2021	Collation of feedback and comments from the formal consultation period and development of the final proposal
16 th April 2021	Confirmation of the final proposal & feedback
By 23 rd April 2021	Implementation of proposal including issuing of variation of contract letters and redundancy notifications.
By 23 rd April 2021	Advertisement for vacancies in structure
3 rd May 2021	Implementation of variation of contracts (contingent on acceptance of variations of contract etc)
3 rd May 2021	Full operational implementation of all elements of proposal.

- **Next steps**

This pack is part of the formal consultation with staff.

This consultation is in accordance with the Council's Employee Consultation Procedure and S188 of the Trade Union and Labour Relations Consolidation Act 1992. The length of the consultation is 30 days. Therefore the consultation period will be:

8th March 2021 – 7th April 2021

There is a range of support available that can be accessed via the intranet resource area:-

<http://intranet/index.aspx?articleid=12931>

CONSULTATION FEEDBACK FORM

Establishment of Permanent Independent Review Team

8th March 2021 – 7th April 2021

Please use this form to indicate any comments which you would like to be considered or require a response to as part of the consultation process.

During the consultation you should consider:

- whether you are in agreement with the proposal
- whether you are in agreement with how we suggest to implement the proposal
- any other issues you wish to raise in relation to the proposals

Name: _____

Signature: _____

Date: _____

SENIOR MANAGEMENT AND MEMBER SIGN-OFF

<i>Establishment of Permanent Independent Review Team</i>	
Name and designation of officer submitting proposal	Amanda Symes, Head of Adult Safeguarding
Date of submission	18 th February 2021
Outline of proposal:	
<i>Reason for change</i>	
<p>To establish the existing temporary Review Team on an permanent and expanded basis to complete necessary reviews of packages across the Integrated Neighbourhood Teams, Learning Disability Teams and Older Peoples Mental Health Teams. This ensures the Council discharges its duty under the Statutory Care Act guidance which places an expectation on councils to review Support Plans “no later than every 12 months”.</p>	
<i>Benefits</i>	
<ul style="list-style-type: none"> • Meet Care Act (2014) guidance expectations for adults with care and support needs whilst reducing pressure on locality social work teams. • Promote equity of support package provision to adults with care and support needs whilst identifying unmet needs or unnecessary service provision. • Dedicated service which will allow for timely introduction of new and innovative services. • Retention of the learning taken from the pilot service. • Key enabling service for the departmental savings programme. 	
<i>Risks</i>	
<ul style="list-style-type: none"> • Invest to Save failure – staffing costs are not covered by projected savings. It is recognised that there is a potential risk with invest to save services. However, predictive financial modelling, based on experience taken from the pilot project, strongly indicates that this model is financially sustainable. Budgetary information and progression against budget spend is currently monitored via a weekly finance meeting therefore issues can be recognised early. The projected savings are also based on a salary model set at the top of each salary grade therefore it is likely that savings will be greater than predicted. • Unable to recruit to additional posts. This risk is mitigated as this an attractive role as it allows staff to work within a dynamic team who will have a clear and focussed direction and will be able to extend their existing knowledge by working within an area who will be testing new and 	

innovative ways of supporting vulnerable customers.

Cost of proposal:

Cost differential

The proposed additional cost of the structure is £258,223 after taking into account the core budget of £196,900.

Savings

The structure is funded partly from core budget, and partly on an “invest to save” basis, and is projected to deliver total savings of £566,812 in 20/21, £552,644 in 21/22 and £538,830 in 22/23.

Please note the above are total savings and do not include deduction of staffing costs.

Additional costs

All additional costs are anticipated to be met through savings generated through the review process.

Employee impact:

Number of affected employees

There are currently 4 employees within the existing interim structure

Number of displaced employees as a result of proposals

No employees are anticipated as being displaced by these proposals.

Number of new posts created as a result of proposals

The proposal involves transferring 5 existing fixed term roles to the permanent establishment (1 post currently vacant) and establishing a further FTE 6 posts.

Use of Agency Workers

There are currently no agency workers engaged.

Equality analysis

(Will this proposal change policy, procedure or working practice or negatively impact on a group of people? If yes, complete EA, summarise issues identified and recommendations – forward

Equality analysis completed – this proposal will have a positive impact on adults with care and support needs and their

EA to Corporate HR)	carers/relatives.	
Decision taken by:	Signature	Date
Director or Chief/Senior Officer		
Head of Finance		
Head of Human Resources		
Members consulted		
Executive Member/Chair		
HR and Appeals		
Cabinet Member (if applicable)		
JET		
Progress checklist	Planned date	Complete
Step 1 – Developing the proposal (including informal information sharing with the Trade Unions	By 29th January 2021	
Step 2 – Senior Management sign off	By 17th February 2021	
Step 3 – Briefing Trade Unions	By 17th February 2021	
Step 4 – Formal Consultation instigated	4th March 2021	
Step 5 – Formal Consultation period	8th March 2021 – 7th April 2021	
Step 6 – Finalising the proposal	By 9th April 2021	
Step 7 – Confirmation of proposal including delegated power	By 16th April 2021	
Step 8 – Selection of employees	N/A	
Step 9 – Implementation of proposal	3rd May 2021	
Step 10 – Variation to contracts	3rd May 2021	
Step 11 – Implementation of dismissals	N/A	