OFFICER DELEGATION SCHEME
RECORD OF DECISION

TO BE UPLOADED TO THE INTERNET BY DEMOCRATIC SERVICES

Date:	31st March 2022	**Ref No:**	2096

Responsible Officer: Adrian Crook, Director of Adult Social Services

Type of Decision (please refer to MO Guidance):			
Key		**Non-Key**	X

Freedom of Information Status: *(can the report go in the public domain)* *Yes*

Title/Subject matter:
Creation of Project Manager Post (Adult Social Care Reform)

Budget/Strategy/Policy/Compliance:	
(i) Is the decision within an Approved Budget?	Yes
(ii) Is the decision in conflict with the council's policies, strategies or relevant service plans?	No
(iii) Does the decision amend existing or raise new policy issues?	No
(iv) Is the decision significant and/or does it meet the £100,000 threshold for recording?	
Equality Impact Assessment [Does this decision change policy, procedure or working practice or negatively impact on a group of people? **If yes** – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR]	No

Summary:

The government is introducing wide ranging and far-reaching reforms of Adult Social Care over the next 3 years as part of a 10 year program, this includes

- Introduction of the care account and cap
- The fair cost of care exercise
- Inspection by the Care Quality Commission

The changes required from these reforms will affect Adult Social Care, the Corporate Core finance and business information functions and Children's Social Care relating to transmission to adulthood.

Using the adult social care transformation reserve this paper brings additional capacity into the Corporate Core Delivery unit ensuring the council can respond to these new requirements, implementing improvement and assurance programmes across Adult Social Care, the One Commissioning Organisation and the Corporate Core.

Funding will come from the Adult Social Care Transformation Reserve and then recurrently from Adult Social Care.

It is recommended that the post of Project Manager is created to work within the Central Delivery Unit

Wards affected: N/A

Consultations: N/A

Scrutiny & Review Committee Interest: N/A

Options considered:

Decision

Decision made by:	Signature:	Date:
Executive Director		5.4.2022

S151 Officer	S Evans	04/04/2022
Director of People and Inclusion Sam McVaigh		05.04.2022
Members Consulted *[see note 1 below]*		
Cabinet Member		05.04.2022
Lead Member		
Opposition Spokesperson		

Notes

1.   Where, in accordance with the requirements of the Officer Delegation Scheme, a Chief Officer consults with the appropriate Cabinet Member they must sign the form so as to confirm that they have been consulted and that they agree with the proposed action. The signature of the Opposition Spokesperson should be obtained if required, to confirm that he/she has been consulted. Please refer to the MO Guidance.

2.   **This form must not be used for urgent decisions.**

3.   Where there is any doubt, Corporate Directors should err on the side of caution and seek advice from the Council's Monitoring Officer.

1. Background

1.1.   In December 2021 the government published the long-awaited white paper on adult social care reform that sees the biggest change to Adult Social Care since the introduction of the Care Act in 2014

1.2.   The white paper sets out an ambitious 10-year vision for how support and care will be transformed in England. The vision puts people at its heart and revolves around 3 objectives:
   • People have choice, control and support to live independent lives.
   • People can access outstanding quality and tailored care and support.
   • People find adult social care fair and accessible.

1.3.   The document sets out a range of policies that the government will work with the sector and those who draw on care and support to implement over the next 3 years. These include:

- at least £300 million to integrate housing into local health and care strategies, with a focus on increasing the range of new supported housing options available. This will provide choice of alternative housing and support options
- at least £150 million of additional funding to drive greater adoption of technology and achieve widespread digitisation across social care. Digital tools and technology can support independent living and improve the quality of care
- at least £500 million so the social care workforce have the right training and qualifications, and feel recognised and valued for their skills and commitment
- a new practical support service to make minor repairs and changes in people's homes to help people remain independent and safe in their home, alongside increasing the upper limit of the Disabilities Facilities Grant for home adaptations such as stairlifts, wet rooms and home technologies and new way of allocating DFG funding to local authorities
- up to £25 million to work with the sector to kick-start a change in the services provided to support unpaid carers
- £30 million to help local areas innovate around the support and care they provide in new and different ways, providing more options that suit people's needs and individual circumstances
- a new national website to explain the upcoming changes, and at least £5 million to pilot new ways to help people understand and access the care and support available
- more than £70 million to increase the support offer across adult social care to improve the delivery of care and support services, including assisting local authorities to better plan and develop the support and care options available.

1.4. In addition to the priorities for the next year years outlined above the government is introducing an additional 3 reforms which will require significant change the operation of Adult Social Care in Bury. These are
- The care account/cap
- The fair cost of care exercise
- Inspection by the Care Quality Commission

1.5. On 7 September 2021, the treasury announced £5.4 billion over 3 years solely for adult social care reform and at the Spending Review in October, it was announced that this investment will be used for the following areas:
- £3.6 billion to pay for the cap on care costs, the extension to means test, and support progress towards local authorities paying a fair cost of care, which together will remove unpredictable care costs
- £1.7 billion to improve social care in England, including at least £500 million investment in the workforce

1.6.   It is obvious the above changes will generate considerable additional work for the council but the priorities and most substantial elements in the next 3 years will be the care account, the fair cost of care exercise and readying the council for inspection. The work required is contained in the following paragraphs.

2. The fair cost of care exercise

2.1.   To deliver the objectives of the cap on personal care costs, self-funders need to have the option to pay the same price as the local authority would pay to meet their needs, as this is the rate which is used on their behalf to meter them towards the cap.

2.2.   Many self-funders currently pay significantly more for care than local authorities. For example, self-funders pay an average of 40% more than local authorities. This means self-funders will therefore spend significantly more on their care than the cap limit unless they can pay the same lower rate paid by local authorities.

2.3.   Allowing self-funders – who represent 50% of the market and pay more on average than the LA rate to pay currently unsustainable local authority rates would seriously destabilise the already fragile care provider market. A sustainable care market is fundamental to underpinning the ambition of the white paper and charging reforms.

2.4.   To ensure that local authorities are able to move towards paying a fair cost of care, the government will provide an additional £1.4 billion over the next 3 years. This forms part of the £3.6 billion confirmed at Spending Review 2021 to implement Charging Reform. £162 million will be allocated in 2022 to 2023 to support local authorities as they prepare their markets for reform. A further £600 million will be made available in both 2023 to 2024 and 2024 to 2025. These proposals are funded by the new Health and Care Levy announced in September 2021, of which £5.4 billion is being invested into adult social care over the next 3 years.

2.5.   To prepare markets, the government expect local authorities will carry out activities such as:

- conduct a cost of care exercise to determine the sustainable rates and identify how close they are to it
- engage with local providers to improve data on operational costs and number of self-funders to better understand the impact of reform on the local market (particularly the 65+ residential care market, but also additional pressures to domiciliary care)
- use this additional funding to genuinely increase fee rates, as appropriate to local circumstances.

2.6.   As a condition of receiving further grant funding in the 2 following years, local authorities will need to submit to the Department of Health and Social Care (DHSC):

- A cost of care exercise – produced by surveying local providers for 65+ residential and nursing care and 18+ homecare to determine a sustainable fee rate for different care settings. Exercises will need to accurately reflect local costs such as staff pay and travel time, and provide for an appropriate return on capital or return on operations. Local authorities will be expected to publish the exercises.

- A provisional market sustainability plan setting out local strategy for the next 3 years (2022 to 2025) – using the cost of care exercise as a key input, this provisional plan will demonstrate the pace at which local authorities intend to move towards a sustainable fee rate, in particular taking account of the impact of section 18(3) as well as other pressures they have identified. We will also expect to see strategic planning for changes in types of provision in response to local need with other local areas, taking into consideration the role of new models of care (including housing).

- Spend report – this will detail how money has been allocated in line with the government expectations in order to achieve a more sustainable local market (as set out above).

2.7.   DHSC will make available ongoing support and will work with sector partners to improve capability through advice, toolkits and targeted support to drive high quality cost of care exercises and market sustainability plans. There will be ongoing monitoring and governance of fund spend across all 3 years that local authorities must actively participate in.

2.8.   The work above will require support from the adult social care commissioning and finance functions of the council is additional to current demands and requirements.

3. Charging Reform – the Cap

3.1.   From October 2023, the government will introduce a new £86,000 cap on the amount anyone in England will need to spend on their personal care over their lifetime.

3.2.   In addition, the upper capital limit (UCL), the point at which people become eligible to receive some financial support from their local authority, will rise to £100,000 from the current £23,250. As a result, people with less than £100,000 of chargeable assets will never contribute more than 20% of these assets per year.

3.3.   The cap will not cover the daily living costs (DLCs) for people in care homes, and people will remain responsible for their daily living costs throughout their care journey, including after they reach the cap.

3.4.   From October 2023, anyone assessed by a local authority as having eligible care and support needs, either new entrants or existing social care users, will begin to progress towards the cap. Costs accrued before October 2023 will not count towards the cap.

3.5.   Before the cap comes into effect, local authorities need to work to identify people who currently meet their eligible needs themselves, to ensure that they can begin progressing towards the cap from the point it comes into effect. This will see up to an additional 2500 people accessing support via the local authority which is 40% more than currently.

3.6.   Once the cap has been reached, the person will continue to remain responsible for meeting or contributing to their daily living costs and any top-up payments they have chosen to make. It will be the responsibility of the local authority to inform the person that they have reached the cap.

3.7.   New software will be needed to monitor the care account and new staffing resources to complete the increased number of Care Act and Financial Assessments which may be double the number we currently process.

3.8.   Considerable support will be required from Adult Social Care operations and the income and assessment team in the corporate core as well as IT and finance support.

4. Review by the Care Quality Commission – Inspection

4.1.   The white paper also gave the first indication of what inspection of adult social care by the CQC may target and stated it ambition is for CQC to use its powers and duties to help improve outcomes for people who draw on care and support by assessing how local authorities are meeting individual's needs.

4.2.   To make these assessments, they will need to look at a range of local authorities' activities. The governments initial thoughts, informed by working with the sector, are that assessments may look at some or all of the following, for example

- maintaining oversight of the social care workforce in their local area, supporting staff retention and professional development
- managing transitions between services – for example, between health and social care, and the transition from children's to adults' services

- preventing people from requiring social care in the first instance – for example, by supporting and developing community organisations working on prevention and reablement
- carrying out their safeguarding duties
- ensuring good outcomes for people through effective leadership
- managing their commissioning and contracting responsibilities
- shaping the care market to meet people's needs with diverse and quality provision, enabling choice and independence
- meeting the needs of unpaid carers
- assessing the needs of people who may be eligible for care and support them to access what they need, whether or not they receive local authority support or will fund their own care

4.3.   The intention that the approach for assessments will be flexible enough to react to risks and changes in circumstances in an agile way. Assessments will be informed by a range of information and data, including insights gathered from discussions with local authorities and providers, as well as people who draw on care and unpaid carers, whose views and experiences will be central to CQC's assessment approach.

4.4.   It is believed a self-assessment and data submission will inform which authorities are reviewed first.

4.5.   Delivery of this part of the reform will require the development of a brand-new performance and quality assurance framework, with enhanced reporting. Support will be required from Corporate Core finance and business intelligence functions to deliver this along with support from Adult Social Care commissioning and operations where the assurance and improvement framework will need embedding with support from Organisational Development in the Corporate Core.

5. Additional forthcoming national changes

5.1.   In addition to the above further legislative and policy changes are coming, these include

- Implementation of Liberty Protection Safeguards
- National Disability Strategy
- National Autism Strategy
- Review of Mental Health Act

6. Conclusion

6.1.   The above transformation programmes are large in scale, cover multiple years and cross several departments within the Council. Both the fair cost of care exercise and care account carry significant financial risk and inspection carries significant reputational risk. It is therefore vital that resource is invested to ensure the programmes are delivered thoroughly

and robustly and can stand up to external scrutiny of the Care Quality Commission. It is also essential that council is not exposed to the financial or reputational risks associated with these programmes.

6.2.   There is currently insufficient programme management resource in the One Commissioning organisation to support these programmes and additional resource is required. As the programmes span multiple departments it is important that the additional resource is able to work across multiple departments and as the programmes are significant and carry substantial risk it is also important they do not rely on one sole person but rather benefit from cross cover in time of leave or sickness. For these reasons it would be beneficial for this resource to sit in the central delivery unit.

7. Financial Requirements

7.1.   The post is a Project Manager SM2. Including all oncosts and recent pay award this is an annual cost of £73,494. This will be funded for 3 years out of the adult social care transformation reserve.

7.2.   The Adult Social Care Reforms are a 10 year programme, however as only the first 3 years of priorities have been announced in 3 years' time the additional funding being provided by the government will become clearer and ongoing revenue funding will be provided by the adult social care department of the council.

8. Recommendation

8.1.   It is recommended that the post of Project Manager is created to work within the Central Delivery Unit.

References

White paper
People at the Heart of Care: adult social care reform - GOV.UK
(www.gov.uk)

Charging Reform Further Details
Adult social care charging reform: further details - GOV.UK (www.gov.uk)

Social Care Charging Reform Impact Assessment
Impact Assessment template (publishing.service.gov.uk)

Adult social care charging reform: public sector equalities duty impact
assessment
Adult social care charging reform: public sector equalities duty impact
assessment - GOV.UK (www.gov.uk)

JOB DESCRIPTION

Post Title: Project Manager	
Department: Corporate Core	**Post No**:
Division/Section: The Delivery Unit	**Post Grade**: SM2
Location: Town Hall, Bury, or any location within the Borough	**Post Hours**: 37 – Flexible working scheme

Special Conditions of Service: The post holder may be required to attend meetings or events outside of normal working hours. Extended flexi time scheme is in operation. Ability to travel inside and outside the borough for which expenses will be payable.

Purpose and Objectives of Post:

- To act as subject matter expert in respect of project management for the Organisation

- To lead and support in the design, delivery and implementation of complex projects and programmes through planning, design, development, implementation, reporting and stakeholder management across the Organisation.

- To lead and support project teams from across the Council, to deliver major service reviews, service redesign and new transformation programmes.

- Support development of Delivery Unit in becoming centre of excellence for project and programme management by ensuring standard project and programme approach is embedded through engagement and training

Accountable to: Chief Information Officer

Immediately Responsible to: Head, Delivery Unit

Immediately Responsible for: Project Teams from across Council

Relationships: (Internal and External)

Internal:
Leader of the Council / Elected Members
Joint Executive Team
Departmental Leadership Team
Chief/Senior Officers of the Council
Council employees
Trade Unions

External:
Members of the public
Representatives of other Local Authorities
Local Government Association / GMCA
Government Departments
External Auditors
Press / Media
Suppliers of goods and services
Third party providers

Control of Resources:
Finances: Ensure team meets financial constraints and allocated resource
Personnel: Supervision of team members as required, and resources delegated to deliver projects
Health & Safety: Awareness and compliance with Health and Safety Regulations. Implement health and safety procedures, risk assessments and project continuity plans.
Equipment: Security of equipment, computer data and software equipment

Duties/Responsibilities:

Project/Programme Management: -

1. To act as subject matter expert in respect of project management for the Organisation

2. To lead and support in the design, delivery and implementation of complex projects and programmes through planning, design, development, implementation, reporting and stakeholder management across the Organisation.

3. To lead and support project teams from across the Council, to deliver major service reviews, service redesign and new transformation programmes.

4. Support development of Delivery Unit in becoming centre of excellence for project and programme management by ensuring standard project and programme approach is embedded through engagement and training

5. Determine the scope of work, plan and develop the programmes of work, allocate, ensure project management and risk management systems are in place, draw up timescales and milestones, identify appropriate resources and interdependencies between work streams and identify and liaising with key stakeholders.

6. Ensure project and programmes are delivered on time, to a high standard, driving efficiencies, maximising budgets, and achieving high levels of performance delivery.

7. Monitor and evaluate the progress of projects, provide reports and updates to the Assistant Directors, Executive Director and Joint Executive Team as required.

8. Ensure appropriate governance systems/processes are in place for each project/programme.

9. Identify any issues, opportunities and areas of risk across all projects and programmes and ensure these are communicated to appropriate parties and stakeholders.

10. Provide support, advice and guidance to members of the project teams and all stakeholders.

11. Create public consultation and communication programmes and material, effectively managing opposition and 'buy-in' to projects of programmes of work.

12. Produce reports, presentations and executive summaries for all projects and programmes in line with due governance and approval processes for JET, HRA, Cabinet, Scrutiny etc.

Service Review / Design: -

1. To lead project teams to deliver major service redesign as required.

2. To undertake as required objective service and function reviews, analysing the current position, developing creative solutions and strategies for the future to develop services to meet specific outcomes, budget savings and timescales.

3. To develop specific business cases and plans in conjunction with Head of Service and Service Managers to support project delivery.

4. To develop and support implementation of business plans that are evidence based to ensure effectiveness of actions and return on investment.

5. To objectively challenge existing ways of working in order to develop alternative and transformed ways of working.

6. Work across a range of work streams and partners to develop new and innovative ways of delivering the Departments Services.

7. To promote a culture of innovation and change that rises to the financial challenges of the Council.

8. To ensure data is captured and reported in a robust and succinct way, whilst ensuring the data is challenged to address the steps that need to be taken and why.

9. Utilising large volumes of data (including customer data), monitoring performance and data reporting etc.

10. To ensure proper consultation and stakeholder involvement and engagement at all levels of providers.

Funding and Finance: -

1. To support the delivery of Budget projects across the organisation as required.

2. Financial management of major projects including budget control, monitoring, reporting and re-aligning project budgets as required.

3. Support and develop robust business cases and grant applications as required to support project teams.

Support to the Delivery Unit: -

1. Lead and support in establishing and implementing departmental governance, strategies and business support.

2. Manage and lead the day to day operation of the support function for the Unit (when established), ensuring a high standard of service delivery is maintained at all times.

3. Develop, implement and maintain effective forward planning and programming systems to ensure the co-ordination of all of the Executive teams work and priorities.

4. Develop, implement and maintain effective monitoring systems to support the Delivery Unit and the delivery of key objectives.

5. Produce clear reports and presentations on behalf of the Assistant Chief Executive Assistant Directors and Programme Managers, to a wide range of audiences, including Joint Executive Team, Elected Members, and external stakeholders, including audiences in GM.

Managerial: -
1. To lead and support project teams from across the Department and Council, to deliver major service reviews, service redesign, new programmes, workforce transformation, allocating work and undertaking evaluations and appraisals.

2. When established: To effectively line manage a team, ensuring: -
- Cover is provided
- Workload is allocated and monitored
- Performance is monitored via one to one's, employee reviews, and the identification of training needs with support being provided both on the job and via internal/external courses
- Annual leave is appropriately managed in line with service requirements
- All matters relating to absence, conduct and capability to be managed via Bury Council's policies and procedures.
- To provide support in establishing the departmental Health and Safety policy as well as departmental Health and Safety procedures.
- To ensure Health and Safety procedures, risk register and continuity planning are bedded into specific project plans.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service).

- As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm.

- Bury Council is committed to equality, diversity and inclusion, and expects all staff to comply with its equality related policies/procedures, and to treat others with fairness and respect.

- The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.

Health and Wellbeing -As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.

Job Description prepared by:	Sign: Matt Wright	Date: 9th March 21
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor/Manager:	Sign:	Date:

PROJECT MANAGER

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
Degree level qualification, or equivalent	√	
Project Management qualification at Practitioner level		√

Extensive and proven experience of successfully managing and delivering a wide range of complex and high value projects, within a diverse workload, to a structured project management process	√	
Extensive knowledge of project management methodologies and techniques	√	
Experience of accounting for budgets, monitoring spend and providing financial and statistical information to others	√	
Strong communication and interpersonal skills to initiate and develop positive and effective working relationships, both internal and external, influencing and negotiating with others	√	
Experience of working closely with stakeholders, developing working relationships and partnerships to deliver excellent services	√	
Organisational skills to work under high pressure to complete tasks, projects and work plans to conflicting deadlines without direct line management, re-prioritising own work, and that of teams	√	
Ability to contribute to and develop strategies and translate them into effective operational plans	√	
Analytical skills to interpret complex information and situations, draw conclusions and make recommendations for action	√	
Initiative to work independently, working imaginatively and creatively to solve a range of problems to work though risks and make decisions and/or recommendations as appropriate, where a solution may not be immediately obvious	√	
Ability to produce high quality, accurate and precise documents to very tight deadlines.	√	

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS

The short-listing criteria listed plus the following:

ASSESSMENT METHOD	CRITERIA
Test/Assessment	Production of high quality work and use of all aspects of Microsoft Office
Interview	Ability to line manage teams of dispersed staff
Interview	Excellent organisational skills and the ability to identify and manage priorities and adapt to changing circumstances and demands
Interview	Knowledge and understanding of the handling of confidential and sensitive information and the General Data Protection Regulations / Freedom of Information Act