

**OFFICER DELEGATION SCHEME  
RECORD OF DECISION**



**TO BE UPLOADED TO THE INTERNET BY DEMOCRATIC SERVICES**

<b>Date:</b> 20/02/2023	<b>Ref No:</b> 2143
<b>Responsible Officer:</b> Gemma Iliadis – Integrated Neighbourhood Team (INT) Lead - East Cara Mullaney – INT Operational Manager - East Janet Stanton – INT Lead - West Raj Patel - INT Operational Manager - West	
<b>Type of Decision (please refer to MO Guidance):</b>  <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <b>Key</b>  <input style="width: 60px; height: 25px; border: 1px solid black;" type="checkbox"/> </div> <div style="text-align: center;"> <b>Non-Key</b>  <input checked="" style="width: 60px; height: 25px; border: 1px solid black;" type="checkbox"/> </div> </div>	
<b>Freedom of Information Status:</b> <i>(can the report go in the public domain)</i>  Yes, non-exempt.	
<b>Title/Subject matter:</b>  “Test for change” temporary uplift of 2 difficult to recruit to Qualified Social Worker (QSW) posts in EAST and West Integrated Neighbourhood Teams’ (INT’s) to Advanced Social Worker Practitioner (AP) posts to support more effective management of increasing demand of high-risk complex cases.	
<b>Budget/Strategy/Policy/Compliance:</b>	
(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?	No

<p><b>Equality Impact Assessment</b>  [Does this decision change policy, procedure or working practice or negatively impact on a group of people? <b>If yes</b> – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR]</p>	<p>No</p>
<p><b>Summary:</b></p> <p>East and West Integrated Neighbourhood teams are both requesting permission to uplift vacant, difficult to recruit to qualified QSW posts to 1.0 WTE Advanced Social Work Practitioner for each team as a test of change for a period of 12 months, reviewing the role after 6 months. This will be advertised internally across the system as fixed term secondment opportunities. Reviewing at 6 months will enable further data analysis of the effectiveness of the posts, to be used as a business case to evidence and demonstrate if the establishment of the teams would benefit permanent change, paper to SLT at 6 months.</p> <p>The rationale for this request is:</p> <ul style="list-style-type: none"> <li>• The high complexity of the caseloads</li> <li>• The review of the workload audit tools</li> <li>• The cases identified for an AP in each team</li> <li>• The indices of deprivation of the EAST and WEST Neighborhood profiles</li> <li>• The Skill Mix – Building a more robust and mature team that can manage the challenging caseloads in each area</li> <li>• The recruitment challenges into ASC both locally and nationally – High use of agency in both teams due to unsuccessful recruitment. This will result in an overall long term staffing budget saving for the council.</li> <li>• To improve through put of cases and time on caseload</li> <li>• To joint work some of the complex cases with QSWs and members of the team with less experience.</li> <li>• To support the 5 Year workforce plan for INTs</li> <li>• Succession planning and future proofing the workforce</li> <li>• To support career development in Bury – part of the stay with us conversations</li> <li>• To enable quality improvement work to take place e.g. St Paul’s Remodeling in East / Canalside in West</li> <li>• Safeguard champion role</li> <li>• To chair professionals / best interest meetings</li> <li>• To release time to support the team manager to develop the team</li> <li>• To support with investigations and reports</li> <li>• To support SW Manager with quality and performance using a range of tools and systems</li> <li>• To support with the allocation of trays in the absence of the operational lead under the supervision of the INT lead</li> </ul>	

In order not to exceed the current staffing establishment, it is proposed to convert the vacant QSW posts that exist in each team, both of which have been vacant for a considerable length of time to temporary Advanced Social Worker Practitioner posts.

### **Financial Implications**

The QSW post is grade 11 and this will be converted to an AP post at grade 13. The financial difference is £8,411.00 per year which includes on costs and is top of scale. This funding variance for this test of change will be secured from within each INT budget with transformation top up and ensure each of the INT budgets do not occur unnecessary cost pressures. If we were to backfill the 2 QSW posts with agency SW's it could result in an average yearly cost of £131,950.

### **HR implications**

It is the intention to fill the posts internally via a Fixed term secondment opportunity to support progression within Bury should this not be successful the posts will be advertised externally as a Fixed term contract.

The test of change proposed uplift of 2 vacant QSW posts to AP posts for a period of 12 months. Data analysis of overall team performance at 6 and 12 months will demonstrate potential overall success of the test for change and evidence the benefits to enable team establishments to be reconfigured on a permanent basis, subject to available funding and any HR consultation.

The success measures for the test for change will be aligned to:

- Readiness preparation for the upcoming CQC assessment
- Meet the current and changing complex social care and health needs of the population within East and West.
- Recruitment and retention within INT 5-year work preparation and succession planning.
- More effectively manage the risk to support the transition pathway of for young people leaving care.
- Support the implementation of national and regional legislation and policy.
- Embed the Integrated health and Care wellbeing strategy for our teams.

**Wards affected:** N/A

**Consultations:** N/A

**Scrutiny & Review Committee Interest:** N/A

**Options considered:** Option 1 is the preferred option

1. Fixed-term internal secondment opportunity for ESW's across ASC to apply for a progression within the test for change INT East and West to manage complexity of cases and support training and development within these 2 teams.
2. Backfill the 2 vacant QSW posts with agency staff at an average pay rate of £35 per hour
3. Do Nothing – Relying on current capacity may negatively affect the CQC assessment readiness and potentially the overall rating of the council, reduce succession planning opportunities for ESW's.


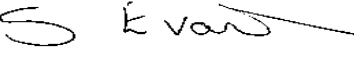


### Decision

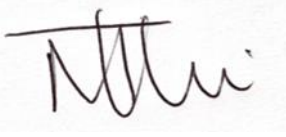
It is requested that: SLT agree option 1 above

Advanced Practitioner Job description.



ADVANCED  
PRACTITIONERS JD.docx

<b>Decision made by:</b>	<b>Signature:</b>	<b>Date:</b>
Executive Director – Strategic Commissioning		6 April 2023
S151 Officer		25/3/23
Director of People and Inclusion		28.03.2023
<b>Members Consulted – N/A</b>		
Cabinet Member – Cllr Tariq		6 April 2023

Lead Member – Cllr Rafiq		28.03.2023
Opposition Spokesperson	NA	

**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 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.