

**OFFICER DELEGATION SCHEME  
RECORD OF DECISION**

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

<b>Date:</b> 31.10.23		<b>Ref No:</b> 2190	
<b>Responsible Officer:</b> Sue Massel. Assistant Director Adult Social Care			
<b>Type of Decision (please refer to MO Guidance):</b>			
<b>Key</b>	<input type="checkbox"/>	<b>Non-Key</b>	<input checked="" type="checkbox"/>
<b>Freedom of Information Status:</b> <i>(can the report go in the public domain)</i> Not Exempt			
<b>Title/Subject matter:</b>			
<b>Market Sustainability and Impact Fund – workforce retention priority 2</b>			
<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	
<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]		No	

**Summary:**

The Market Sustainability and Improvement Fund was announced at the autumn statement in November 2022. The primary purpose of the fund is to support local authorities to make tangible improvements to adult social care services in their area, in particular to build capacity and improve market sustainability.

The ambition of the Care Act 2014 is for local authorities to influence and drive the pace of change for their whole market, leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who draw on care and support.

The government considers that 3 vital target areas of improvement underpin the overarching objective of building capacity and improving market sustainability. These are:

- increasing fee rates paid to adult social care providers in local areas
- increasing adult social care workforce capacity and retention
- reducing adult social care waiting times

This proposal that utilises the fund to address the priority of social care social worker workforce capacity and retention.

**Wards affected:** N/A

**Consultations:** N/A

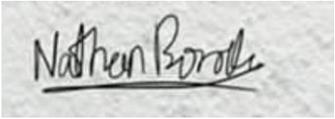
**Scrutiny & Review Committee Interest:** n/a

**Options considered:**

**Decision** *[with reasons]*

Utilise the Market Sustainability Fund to address the vital targets set by government to increasing adult social care workforce capacity and retention by:

- Establish 33 social work posts at top of grade
- Regrade 13 operational managers from grade 15 to grade 16

<b>Decision made by:</b>	<b>Signature:</b>	<b>Date:</b>
Executive Director – Health and Adult Care		24 November 2023
Section 151 Officer		28 November 2023
Director of People and Inclusion		27 November 2023
<b>Members Consulted [see note 1 below]</b>		
Cabinet Member		11 January 2024
Lead Member - HR		05.12.23
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.

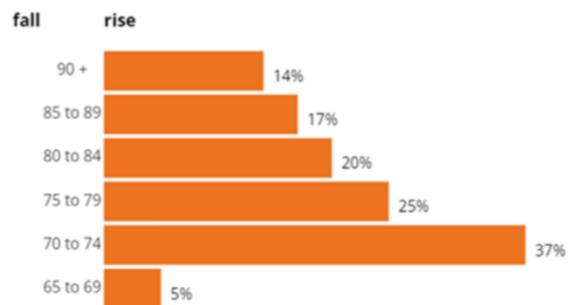
## **1. Background**

- 1.1. Bury Adult Social Care is committed to improving the support it offers to people with eligible needs under the Care Act and holds responsibility for delivering assessment and intervention to those aged over 18 for Bury Council.
- 1.2. Over the past 12 months an ambitious improvement and transformation programme aligned to the borough's Let's Do It strategy which is delivering

improved outcomes to our users of adult social care. We are commissioning more Local Services, being Enterprising in our commissioning, working Together with our partners and service users and ensuring we embed a Strengths based approach across all of our assessment and support planning.

- 1.3. Whilst this has improved services to those in receipt of adult social care we have been unable to address the challenge of having insufficient social work workforce to address the growing demand resulting from demographic pressures in our borough which has resulted in people waiting longer for assessments than we would like.

Population change (%) by age group in Bury, 2011 to 2021

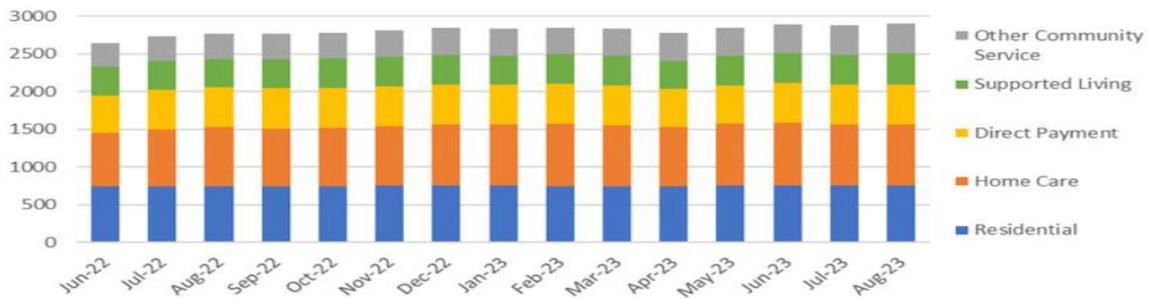


- 1.4. This exceptional rise in population figures of older adults has resulted in and increase in the number of people waiting for an annual review and also increased waiting times to see a social worker for an assessment under the Care Act since the end of the pandemic.

- 1.5. The chart below clearly shows ongoing rises in the number waiting since the pandemic where we have seen demand for services increase by 18%, a rise not matched by our capacity to service all this extra demand. As a result we currently have 171 people waiting for assessment across our social work teams.



- 1.6. The following table demonstrates the rise for our support in just one year alone at 18% of over 400 people, each one of which would have needed an assessment under the Care Act and subsequent reviews



## 2. Proposal

- 2.1. Following the cancellation of the governments proposed adult social care reforms relating to charging the Council has received a grant called the Market Sustainability and Improvement Fund (MSIF) from the Department of Health and Social Care. The Council can choose one or more of 3 priorities laid out by the DHSC to use the grant to address 3 vital targets;
  - increasing fee rates paid to adult social care providers in local areas
  - increasing adult social care workforce capacity and retention
  - reducing adult social care waiting times
  
- 2.2. The Council has already invested a large amount of MSIF into increasing fee uplifts for 23/24 and developed plans for reducing waiting times. This proposal addresses the need to increase workforce capacity and retention and ensure the additional social workers recruited as part of the council's complimentary MSIF plans are retained in the borough.
  
- 2.3. Currently each individual social work post is established and budgeted for individually at their individual grades; 10 for newly qualified, 11 for qualified social worker and 12 for experienced social worker. This proposal sees all post established at career social worker grade which will cover these 3 steps and grades 10 to 12. The budget will reflect the grade 12 costs.
  
- 2.4. The current method of establishing posts at their respective grade prevents easy progression from newly qualified to qualified and qualified to experienced. This process involves finding funding and creating and deleting posts on the establishment. There have been several occasions where the worker has found it easier to apply to another post in another locality rather than wait for this to happen. Making the posts career graded enables easier progression between the grade within this career grade and avoids this.
  
- 2.5. Using the grant in this way meets the MSIF criteria of supporting adult social care workforce and increases retention. Having all post established at top of grade allows flexibility, ensures as workers progress this can be done seamlessly and reduces the risk of workers leaving.

- 2.6. For clarity this does not mean that all social workers will see their pay increase, merely that when they meet the requirements to progress to the next level they can do it seamlessly and wont leave to work elsewhere.
- 2.7. There are currently over 100 social workers employed in adult social service and 33 of these post are not currently budgeted or established at top of grade. This proposal will see the budget for each of these posts increased by an average of £4300 each.
- 2.8. In light of changes to duties and expectations of the role of manager this role has been reviewed and resulted in a higher grade. This means that 13 operational managers will be regraded from grade 15 to grade 16.

### 3. Financial Requirements

<b>Post</b>	<b>Cost</b>
Establish 33 social work posts at top of grade	£228541
Regrade of 13 managers from 15 to 16	£17745
<b>Total Investment</b>	<b>£246286</b>

- 3.1. This investment is fully funded by the Market Sustainability and Improvement Fund and is no additional cost to the council's general fund or Bury council taxpayers.
- 3.2. As part of the monthly budget monitoring cycle, Finance and Budget holders within the Adult Social Care Operational team will track the expenditure linked to the new posts ensuring that all expenditure aligns to the funding provided. Any financial risks/pressures identified will be highlighted to the Director of Adult Social Services as part of the monthly budget monitoring cycle whereby an action plan will be deployed to mitigate any financial risks/ pressures.
- 3.3. This grant and its associated policy is for 2 years, however the DHSC indicate it will continue. This poses risk of unfunded expense should the grant not continue.
- 3.4. In the unlikely case of this funding ending then the department will carry out the necessary changes to remove this cost pressure which will see these changes reversed and savings identified to pay for the operational managers regrade costs. As only a number of roles progress through the career grade the maximum risk to additional cost will be no more than £20,000 plus the costs of managers regrade of £17745.

- 3.5. This risk could therefore be mitigated by the deletion of one vacant post in the unlikely event this funding were not to continue

#### **4. Human Resources**

- 4.1. The posts of 13 grade 15 operational managers will be regraded to grade 16. Consultation is not required for this change.
- 4.2. Establishing social work posts at top of grade is not a change to terms and conditions merely a change in budget provision.
- 4.3. In the unlikely event the grant funding should end after 2 years these changes will be reversed, however this will have no impact on the posts or people in them.

#### **5. Recommendations**

- 5.1. Establish 33 social work posts at top of grade.
- 5.2. Regrade 13 operational managers from grade 15 to grade 16.