



UNISON response to Adults Consultation

UNISON notes the proposed restructure is not about saving money on staff costs but about “cost recycling”. In getting the balance right between “front line” staff and non “front line” staff it should be remembered staff delivering the service are the people making sure services happen, not staff overseeing processes for delivering the service. Sufficient resources for overseeing the work are necessary insofar as they make the “front” end work possible and efficient.

UNISON has already recommended an extended consultation period as the risks associated with getting the structure wrong are high and have direct implications for the quality of care provided to Adults needing support from Social Services. **The lack of support within the staff group for this proposal means we continue to make that recommendation.**

Having had extensive discussions with members at well attended meetings we have established the following:

- 1) There is support and interest in setting up geographical multi-disciplinary teams.
- 2) There is strong opposition to the reduction in the numbers of people with supervisory responsibility – in particular the deletion of the senior practitioner role, not least because this is a role which aids career development.
- 3) UNISON is challenging the grades proposed on new roles.
- 4) There is support for keeping a cross borough review team.
- 5) An on- site permanent supervisory presence in the hospital teams is essential.
- 6) Retain a cross borough Sensory Impairment team along the lines outlined by the Sensory Impairment workers.
- 7) A lack of clarity about where Right to Control sits in the structure and concerns about the additional supervisory responsibility this gives the team leader

- 8) Lack of cover arrangements in the management team for sickness and annual leave.

The risks of going ahead with the proposals as they currently stand:

- 1) Sustaining the demoralisation of staff group leading to poor performance and poor retention of staff.
- 2) Resulting from (1), reputational damage to the service and loss of confidence by staff group and residents of Barnet.
- 3) Deterioration in standards resulting in poor safeguarding as a result of significant withdrawal of support for the practitioners.
- 4) Poor decision making by staff unable to gain suitable advice in a timely manner, resulting in poor outcomes for service users.
- 5) Delays in hospital discharges and care packages to service users as colleagues are unable to access sound advice in a timely manner.
- 6) Failure to discharge Local Authority responsibilities to carry out Best Interest Assessments and DOLS assessments
- 7) Risk of failure amongst registered professionals to maintain standards necessary for their continued registration.
- 8) Risk of failure to meet targets for reviews and failure to gather information/ data useful in the planning of future services.
- 9) Risk of failure to provide an equitable service across the Borough to those with a Sensory Impairment.

We propose the following principles for a basis for continuing the consultation and negotiation:

- 1) Retain the current posts of team managers and senior practitioners.
- 2) Retain the Sensory Impairment team as a cross borough team.
- 3) Retain the Review team as a cross borough team.
- 4) Retain hospital teams with the presence of on-site managerial expertise.
- 5) Move other staff into Geographical multi-disciplinary teams.
- 6) For the work envisaged in Quality in Care Homes to be the remit of the Review team looking at the resources of the Review team.

- 7) The Head of Care Quality will have the key responsibilities of the Service Manager of the Practice Governance and Assurance Team and the duties of that team will be spread amongst the whole staff group. E.g. File auditing and checking for standards will fall in the scope of Team Managers.

The advantages with this:

- 1) Staff morale will improve.
- 2) A clear career path will be retained through the professions.
- 3) Multi-disciplinary working will be enabled. The current role profiles for senior practitioners and Team managers already have in them an expectation of “Lead on cross cutting project and development work” and so these groups can lead on developing the new teams and new work in the Review team.
- 4) Support Planning and Hospital discharges will take place in a timely and safe manner.
- 5) There will be no grading issues (as a result of this restructure).
- 6) Robust supervision and quality of casework management.
- 7) Ability to maintain and possibly improve on standards for delivering a cross Borough Sensory Impairment service.
- 8) Ability to maintain and possibly improve on achieving timely reviews with data and information to inform future service delivery.
- 9) No increase in bureaucratic measures to address care quality but meaningful front line measures to deliver this.
- 10) Ability to provide BIA- DOLS assessments.
- 11) Ability to maintain standards around safeguarding for service users and in so doing ensure the support of the professional integrity for staff.