

SUN & SOS ORGANISATION CHANGE PAPER

PROPOSAL TO REDUCE AND RELOCATE SOME OF THE FUNCTIONS OF SUN AND SOS INTO EXISTING CITY & HACKNEY SERVICES

1. Introduction

- 1.1. The Trust wishes to enter into formal consultation with staff and their Trade Unions in line with its agreed policy, set out in 'Management of Staff Affected by Change Policy and Procedure.' The Trade Unions and affected staff are invited to raise questions and comments, which can be taken into account before the proposals are finalised.
- 1.2. The purpose of this consultation document, in response to a service review, is to set out a proposal to close the 'Service User Network' (SUN) and 'Service User Outreach Service' (SOS) services and relocate key functions into other City & Hackney services to enable the needs of current and intended service users to be met in a more cost-effective and safe way. This paper indicates the rationale for the proposed service change and highlights the staff / workforce implications.
- 1.3. The process of consultation is to ensure all staff are informed of the proposal and is also intended to allow the affected employees the opportunity to provide feedback and to engage in this process, where possible and appropriate.

2. Background

- 2.1. The 'Service User Network' (SUN) offers groups to service users in crisis. Service Users self-refer. The modality intended to be used by the groups was that of 'therapeutic communities'. The 'Service User Outreach Service' (SOS) offers 'network meetings', intended to be in the model of open dialogue, to service users who may not feel able to attend groups.
- 2.2. Between May and July 2024, a review was undertaken by the Directorate following concerns raised by SUN and SOS staff as well as longstanding concerns from directorate management. This review found significant issues with the services' safety, care, responsiveness, effectiveness and leadership. These difficulties included serious concerns regarding leadership and clinical governance, line management and supervision.
- 2.3. Further concerns included low numbers of service users accessing the services, poor recording of outcomes and clinical notes, as well as communication between the services. Also, the team was not found to be working effectively with other services elsewhere in the City & Hackney MH directorate.
- 2.4. The combination of concerning findings regarding patient safety, service responsiveness and access, leadership and service effectiveness plus low numbers of service users being supported over a prolonged period of time, indicated that the services were unlikely to be the most cost-effective means of supporting the intended client group. As such, the review recommended that in order to meet the needs of the intended clients in a safer, more financially viable way, the SUN and SOS Services should be closed and that key functions and activities of the clinical offer should be integrated into the Crisis Cafe, within the City & Hackney Crisis Pathway.

- 2.5. The City & Hackney Crisis Pathway has developed in recent years. The 24 hour NEL Crisis Hub (operational in April 2024), the increase in psychological provision in the Crisis Pathway and Home Treatment Team mitigates some of the risk that SUN and SOS holds as it operates a crisis line which supports people in a mental health crisis and can signpost people to appropriate services and organisations depending on need an urgency. City & Hackney ELFT operates a crisis café whereby people can get access to interventions and support with their mental health from peer support workers, trained recovery workers and qualified mental health practitioners. This can be accessed during opening times which are out of hours, evenings and weekends.

3. Current Service Provision – SUN and SOS

- 3.1. The 'Service User Network' (SUN) - we have been unable to determine exactly how many service users are being seen.
- 3.2. The 'Service User Outreach Service' (SOS) - 23 people are currently receiving a service from SOS.

4. Current Staff Structure

- 4.1. Organisational Chart of SUN & SOS Established and Contracted

Job Title	Banding	WTE
Clinical Lead (SUN/SOS)	8b	0.4
Operational Lead (SUN/SOS)	8a	0.8
Senior Clinical Therapist (SUN)	7	0.8
Specialist Therapist (SOS)	7	0.6
Senior Clinical Therapist/Clinical Therapist (SUN)	7/6	0.2/0.4
Specialist Therapist (SOS)	6	0.4
Peer Support Lead (SUN & SOS)	4	0.5
Peer Support Lead (SUN & SOS)	4	0.6
Peer Support Lead (SUN & SOS)	4	0.8
Total		5.5 WTE

5. Proposal

5.1. It is proposed that the functions of the SUN and SOS services are be delivered in a different way in order to meet the needs of the intended service users. Specifically, service users' needs are to be met through an enhanced Crisis Cafe provision within the Crisis Pathway. This will enable better access to support for service users, who will be able to access crisis care from the Crisis Cafe around the group times.

5.2. It is proposed that the staffing structure incorporated into the enhanced crisis café will be as follows:

Job Title	Banding	WTE
Clinical Therapist (1)	7	0.4
Peer Support Worker (1)	4	0.4

5.3. Staff in the new structure total 0.8 WTE (a reduction from 5.5 WTE).

5.4. The staffing model will deliver three groups of up to 10 group numbers, i.e. up to 30 people. Situating it within the Crisis Cafe will give opportunity for service users to access other services and support from the wider Crisis Cafe offer.

5.5. The staff will have more access to supervision and management support by being located within the crisis café.

5.6. There is a need for a Band 7 Clinical Therapist in order to provide clinical oversight of the service users, to manage the group processes and to supervise the Band 4 Peer Support Worker.

5.7. The job descriptions will be those already available within the Directorate / Trust, with line management changed to the Crisis Café Operational Team Lead, and specific duties in the new structure will be as follows:

5.7.1. Clinical Therapist – This staff member will lead the group offer and co-facilitate 3 groups per week at agreed times, which will run consistently each week. They will be responsible for managing referrals and discharges from the group. They will have oversight of clinical recording for the groups. They will attend monthly supervision and line management.

5.7.2. Peer Support Worker – This role will co-facilitate the 3 groups, with the clinical therapist. They will contribute to the timely and effective record keeping of service users attending the groups. They will attend supervision and line management every other week. They should work towards completing peer support training as is standard for peer support workers across the trust, if not already completed.

5.8. Arrangements to support staff in the new structure in relation to training and development is as follows:

5.8.1. It is not expected that further training would be needed for the clinical therapist role. However, the post holder would be expected to maintain CPD and identify support / development / training needs in supervision, as per the job description.

5.8.2. Peer support workers are expected to have completed or be close to completing the peer support worker training offered by the Trust.

5.9. Line management and supervision arrangements will be as follows:

5.9.1. Line management of both roles would be provided by the Crisis Café operational team lead. This includes operational supervision.

5.9.2. Clinical supervision of the band 7 clinical therapist would be offered from within the Crisis Pathway.

5.9.3. Clinical supervision of the band 4 peer support worker would be offered by the band 7 clinical therapist.

5.9.4. The Band 4 peer support worker will also receive supervision and other support from the Lead for Peer Support workers in the Directorate.

6. Impact on Staff

6.1. The proposals for organisational change to the City & Hackney SUN and SOS Services will be managed in line with the Trust's 'Management of Staff Affected by Change Policy and Procedure' (Appendix A).

6.2. The total current staffing of SUN & SOS is 5.5 WTE and, with the new model of provision, the staffing requirement will reduce to 0.8 WTE. The proposed model provides opportunities for current staff to have ring-fenced interviews for the Band 4 and Band 7 roles subject to being deemed as suitable alternative employment.

6.3. Remaining staff will be placed on the Trust's redeployment register so that they have priority access to suitable alternative roles; they can then be redeployed to suitable roles within the directorate or in other directorates within the Trust.

6.4. If staff are offered suitable alternative employment that is a Band lower than their substantive role, long-term pay protection will apply, in line with the Management of Staff Affected by Change Policy and Procedure (page 41), as follows:

SERVICE WITH THE TRUST (or its predecessors)	LENGTH OF PROTECTION
1+ YEAR	3 MONTHS
2-5 YEARS	1 YEAR
5+ YEARS	3 YEARS

6.5. All staff will be at risk of redundancy until suitable alternative employment is found either within the new structure or within the Trust.

7. The Proposed Crisis Café Support Groups

- 7.1. **Crisis Café Groups:** The offer of groups to service users in crisis will be reallocated to the crisis café. Face to face groups will be offered three times per week. Service users will not need to 'sign up' to the groups, they can attend as they wish.
- 7.2. **Referral:** Service users can self-refer to the groups, with the view of being able to attend groups following the self-referral.
- 7.3. **Discharge:** Service users remain open to the crisis café groups for which there is no specified time limit.
- 7.4. **Staffing:** The groups will be facilitated by one therapist and one peer support lead. The proposed plan is to offer 3 groups per week, so it is expected that the staff members would be employed 0.8 WTE to facilitate these.
- 7.5. **Estates:** Crisis Cafe Premises (the Hatch or the Raybould Centre).
- 7.6. **Service User Consultation:** Service users will be consulted about the service provision plans, with intended liaison via People Participation colleagues.
- 7.7. **Proposed Referral Pathway:** Service users can refer themselves to the groups within the Crisis Cafe. The referrals will be opened on RIO. Service users and GPs will receive a letter confirming their interest, what to expect advising of details of attendance. RIO will be updated with information confirming attendance at groups and minimal clinical information in accordance with Trust RIO guidance.
- 7.8. The rationale for the proposed referral pathway is as follows:
 - 7.8.1. Relocating the groups to the crisis café will allow the existing processes and procedures used for the crisis café to be used for the groups, thus ensuring the group offer going forward is safe and effective in terms of its clinical recording.
 - 7.8.2. Staff running the groups will be line managed and supervised by the operational and clinical leads for the crisis safe, ensuring effective operational and clinical leadership for these roles.
 - 7.8.3. The establishment of clear referral and discharge pathways should improve efficiency and accountability for the service.
 - 7.8.4. Having a clear group offer at specific times each week will allow service users to use the service when they need it, knowing that the space is being consistently held.
 - 7.8.5. Offering face to face groups should have more therapeutic benefit and allow more service users to attend each group, also creating a better therapeutic environment.
 - 7.8.6. Removing the need to text service users with the group offer each day will allow more effective use of staff members' time and remove the risks of data breaches.
 - 7.8.7. It is felt that the crisis café provision, crisis line and CAT offer a sustainable open-door / drop in model, and it would be useful to utilise the existing psychological provision in

the crisis pathway to support the equitable integration of trauma informed, psychological approaches throughout the MDTs that offer these services.

- 7.8.8. There is an increased psychological leadership capacity in the crisis pathway which will help to support the integration of psychologically and trauma informed ways of working into MDT working.

8. Financial, Staffing and Workload Implications

- 8.1. The cost savings expected as a result of these changes are £329,208 full year effect. If there are any changes as a result of the feedback from the consultations or other unforeseen circumstances the revised figures will form part of the consultation feedback process.
- 8.2. There are potential redundancy costs if staff who are at risk of do not secure suitable alternative employment.

9. Service User Impact Assessment

- 9.1. The proposed group offer attached to the crisis café is intended to offer a meaningful and safer alternative for service users, which at least matches what was previously on offer. We do not expect any detrimental impact on these changes from an equity perspective.
- 9.2. Demographic information will be monitored. It is expected that this will be more accessible as the Crisis Cafe is open to all citizens who live or work in our Borough.
- 9.3. The proposed group offer will be in person. This could make the group less accessible to those who feel unable to attend groups in person. Substantial, meaningful effort will be made to ensure the proposed group offer is as accessible as possible to those who may experience barriers owing to disability, communication or language. This includes ensuring the group is held in accessible premises and that communication needs are considered and catered for. Running the proposed group in person should facilitate a more meaningful, useful intervention for services users, which is true to model. In addition, groups will no longer be limited to four service users per group, increasing accessibility and creating a better service for service users.
- 9.4. Service Users accessing the SOS will be impacted as they will no longer be able to access an individual intervention (a network meeting) with two members of staff in the way that had been facilitated by the SOS. Service users will be supported to make use of other crisis services (crisis café, crisis line, etc.) when needed, and supported to consider whether engaging with other services including therapy services would be useful. Existing provision is available in other services for those service users who have been accessing the SOS.

10. Timetable & Proposed Implementation

- 10.1 The proposals for organisational change to the SUN & SOS services will be managed in line with the Trusts "Management of Staff Affected by Change Policy and Procedure".
- 10.2 There will be a formal consultation period of **30** days, with the intention to start in October 2024; exact dates to be confirmed with Staffside colleagues.

- 10.3 The Trust is committed to achieving meaningful consultation and therefore welcomes feedback and comments on the proposed organisation change proposals. Any comments should be made in writing either via email directed to both Marion Bates – marion.bates3@nhs.net – and Jed Francique – j.francique@nhs.net
- 10.4 On completion of the 30-day consultation timeframe all comments received will be considered and a final decision will be made and communicated to affected staff.
- 10.5 The timetable summarises the full implementation plan and is attached as **Appendix A**.

11. Equality Analysis

- 11.1 Under equality legislation, public authorities have legal duties to pay ‘due regard’ to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, religion age as well as to promote good race relations.
- 11.2 The law requires that this duty to pay ‘due regard’ be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show ‘due regard’.
- 11.3 The template is attached as **Appendix B** (sent to JSC only). The records show that three employees have disabilities. Adjustment will be made where appropriate to support the staff during the consultation and implementation process; staff will also have the opportunity to discuss any adjustments that could be made during their individual consultation meetings.

12. Background papers

- 12.1 SUN & SOS Service Review, July 2024

Appendix A

Implementation Timetable

Date*	Action
02/10/2024	Consultation document shared with Staff Side and TU reps. JSC takes place on 2/10/2024
14/10/2024	Start of consultation. Consultation document given to affected staff.
15/10/2024	Group meeting to discuss proposals.
w/c 21/10/2024	Consultation meetings with individuals, as required
Between 14/10/2024 & 13/11/2024	Responses to consultation from Staffside, individual TUs or staff submitted to management (it is a matter for those responding to decide who should be copied into their response)
13/11/2024	End of consultation period
20/11/2024	Management consider all responses and discuss their response with Staffside and try to reach agreement when views are conflicting. At this stage any need for further consultation or an extension can be considered
27/11/2024	Written notification of decision following consultation, including timetable for implementation of changes
w/c 2/12/2024	Selection activities – e.g. interviews
January 2025	Meeting to confirm impact on affected people
June 2025	Impact assessment of major change to be undertaken 6 months after implementation

*Dates to be confirmed, subject to JSC approval in October 2024 and Staffside availability