

# **ORGANISATION CHANGE PAPER DISCOVERY COLLEGE BEDS & LUTON CAMHS**

## **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' (version number 11, May 2021). 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 is to outline the proposal to discontinue with our Discovery College Service within Beds & Luton CAMHS. The paper is intended for staff working within this team and will outline the operational and business case for proposing the change including all contractual and service changes affecting staff.
- 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 respond and take an active role in this process.

## **2. Background**

2.1 The CAMHS Discovery College (DisCo) was established in August 2021 to provide support to young people with mental health challenges from an educational, rather than a strictly medical or therapeutic model across Beds and Luton. Integral to this model is empowering the young people to become experts in their own care, supporting their skill development and goal achievement and to explore opportunities for people to discover their potential and talents.

2.2 CAMHS Discovery College (DisCo) is based upon the same principles used in the Adult Recovery College and is aimed at changing the language used, focusing on hope and recovery to increase resilience in our young people across our local community. It is open for all young people aged 0-18 not just those accessing services.

2.3 The DisCo fits within our IThrive framework "getting access / advice", it is fully co-produced and co-delivered empowering young people to reach their potential.

2.4 This service was officially launched on the 18 October 2021 to young people, stakeholders, third sector partnerships and staff across Luton & Bedfordshire.

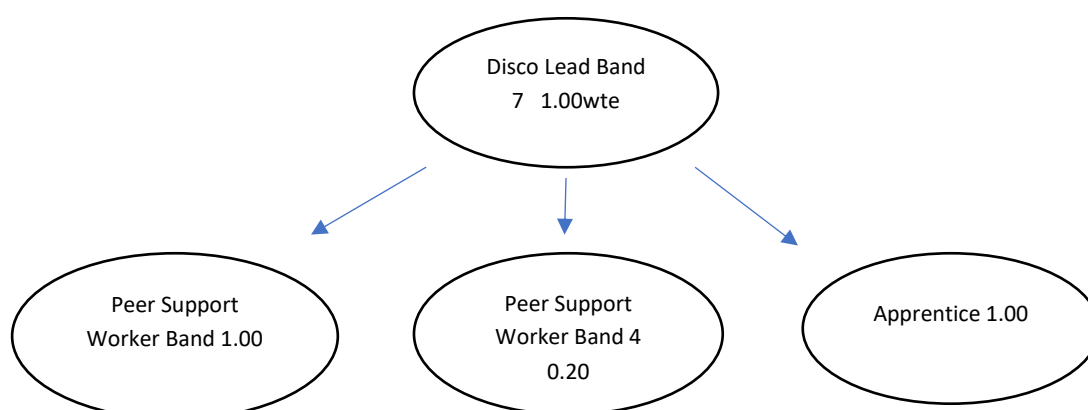


### 3. Current Structure

3.1 .5 The Band 7 Lead for the Discovery College was employed on a substantive contract in 2021. In 2022 we recruited two Band 4 Peer Support Workers (1.00 wte) to support this model, both on substantive contracts. In November 2023 we advertised for an Apprentice for 18 months fixed term contract who would be employed by the trust to support our Discovery College. The training element is funded through the levy and the salary comes from our department budget. This is an agreed fixed term apprentice position and our service will ensure that for the duration of employment this staff member will be supported within the discovery college up to the end of the consultation and then will be supported by redeployment into another team in the service.

The Band 7 Lead position line manages the three other members of the team.

Current staffing establishment	
1.00 wte Band 7	Disco Lead
1.00 wte Band 4	Support Staff
0.20 wte Band 4	Support Staff
1.00 wte	Apprentice (Fixed Term)



#### **4. Proposal**

- 4.1 In the challenging financial context the Trust finds itself in, we are committed to support service users who need our help most, and within the resources we have available to prioritise treatment and reduce waiting times. To support this the directorate proposes the discontinuation of the Discovery College. We value the Discovery college offer as we know young people do, however we are having to concentrate core resources on treatment, and strengthen our core mental health offer.
- 4.2 Our recent review of services has shown that there is some duplication in the workshops offered by DisCo and that of our Schools/MHST. The majority of contacts from DisCo are derived from delivering workshops within the schools. 60% in schools vs 40% community settings, career fairs etc. With the implementation of further MHST's across Beds & Luton this will allow an even wider reach to our communities and schools delivering a range of services including training and group work to young people, parents, teachers and other professionals. As a service we are exploring options for a range of settings for service delivery including family hubs and other locations within our communities. These will be considered as possibilities for delivering workshops for those reluctant to attend education settings.
- 4.3 The Discovery College is a very well planned and thought out model which has evolved over time to try to meet the needs of our local communities across Beds & Luton, however this is not a core service and key components are increasingly being provided by other service areas. By implementing this change we can provide a more consistent offer via schools to young people

#### **5. Proposed Structure**

- 5.1 The Directorate proposes the discontinuation of the Discovery College with the deletion of 3 funded established posts. 1 x Band 7 DisCo Lead & 2 x Band 4 Peer Support Worker.
- 5.2. Currently the team work flexibly Monday to Friday offering workshops up until 7pm in the evening. The proposed changes will be deleting this service entirely so no further operation.

#### **6. Impact on Staff**

- 6.1. There will be a significant impact on all of the staff currently employed to support our Discovery College model, however all efforts will be made to find a suitable alternative role for these staff across the Trust and any relevant job vacancies ring fenced for those staff at risk.
- 6.2. If unsuccessful, staff will be eligible for redundancy

#### **7. Financial, staffing and workload implications**

- 7.1. The cost savings expected as a result of these changes are approximately £88,729.50. There is also some associated non-pay efficiency savings (approximately £600.00 per term for printing. In addition a saving of annual salary £16,556.64 from May 2025 for the fixed term apprentice role.

7.2. 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. Service User Impact Assessment**

8.1 Young people will have less choice in terms of their opportunities to attend mental health, well-being and development related groups and training events within the community. Other services, such as MHSTs, can learn from the successes and achievements of DisCo and shape their services accordingly including in the consideration of a range of settings for delivery.

8.2 Examples of the overlap are a DisCo school group on Stress Management and MHST offer of groups on Worry Management, Anxiety Management and for parents, Helping your Child with Fears and Worries.

8.3 There are some areas where there is no overlap with MHSTs such as Staying Safe Online and CV Writing and Interview Skills however these topics are discussed in Schools as part of the Education offer. Some groups delivered by DisCo are consistent with a more universal well-being offer, such as Increasing Self-Esteem. We are not aware of where this group is strictly replicated in the voluntary sector but there is a wealth of resources in the community which young people will still be able to access which focuses on self-worth, by organisations like Y4P, Bedford Open Door, Boxing Saves Lives and others listed here <https://directionforbedfordshire.co.uk/how-can-we-help-you/youth-services/>

8.4 Without DisCo, our service users will still be able to access support through:

- Three locality based integrated community access pathways – Luton Borough Council, Central Bedford Council and Bedford Borough Council
- Locality based integrated Emotional Wellbeing and Mental Health Collaborative / Alliances.
- An Integrated Systems Model - incorporating school based provision, Primary Care Access Services and wider agencies
- A resilience and community based clinical offer – Community Relations Model – targeted interventions and whole school/community approaches
- A Core and Enhanced (MHST-like) schools offer – the latter for the 20% most deprived
- Focus on multi-agency strategies for particular needs – eg self-harm
- Thrive based provision - Getting Advice and Early Getting Help in the community (see above Figure)
- Schools as centres of the community as a first step, with Getting Advice and Early Getting Help pathways and embedded link clinicians in all schools
- No wrong front door
- Multi – Disciplinary Teams, involving CWP/EMHPs to 8A specialists to offer comprehensive first step care

### **Integrated Schools Offer**

Mental Health Support Teams (MHST's) provide an enhanced offer to schools in areas of highest deprivation across Bedfordshire and Luton and predominately support children and families to access Getting Advice and Early Getting Help. This provision supports children and young people with mild to moderate mental health difficulties. The Schools Access Service provides a core offer of support to schools that are outside MHST areas.

### **Primary Care Access Service (PCAS)**

The Primary Care Access Service (PCAS) provides support to families which is accessible through Primary Care. Providing support to those who need focused goal-based input. Assessment and/or treatment is offered to those presenting with mild to moderate emotional difficulties and /or behavioural difficulties.

## **9. Timetable & Proposed Implementation**

- 9.1. The Proposals for organisational change to (Service) will be managed in line with the Trusts "Management of Staff Affected by Change Policy and Procedure".
- 9.2. There will be a formal consultation period of **30** days commencing one week after sign off by JSC
- 9.3. 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 Kate.kapasi@nhs.net.
- 9.4. 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.
- 9.5. The timetable summarises the full implementation plan and is attached as **Appendix 1**.

## **10. Equality Analysis**

- 10.1. 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.
- 10.2. 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'. The Template is attached as **Appendix 2**.

## Appendix 1

### Implementation Timetable

Date	Action
Sept 2024	Consultation document shared with Staff Side and TU reps
13 <sup>th</sup> Nov 2024	Start of consultation. Consultation document given to affected staff
13 <sup>th</sup> Nov 2024	Group meeting to discuss proposals.
w/c 18 <sup>th</sup> Nov 2024	Consultation meetings with individuals, as required
12 <sup>th</sup> Dec 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)
12 Dec 2024	End of consultation period
w/c 16 <sup>th</sup> Dec 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
w/c 16 Dec 2024	Written notification of decision following consultation, including timetable for implementation of changes
	Selection activities – e.g. interviews
Jan 2025	Meeting to confirm impact on affected people
Mar 2025	Impact assessment of major change to be undertaken 6 months after implementation

Appendix 2

PROFILE OF STAFF AFFECTED BY THE CHANGE												TRUST PROFILE *based on March 2024 data																
Band	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	M&D	Other	Totals	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	M&D	Other	Total						
Totals	0	0	2	0	0	1	0	0	0	1	4	1	993	1323	1218	1374	1333	1039	22	493	92	7888						
Percentage	0.00	0.00	50.00	0.00	0.00	25.00	0.00	0.00	0.00	25.00		0.01	12.59	16.77	15.44	17.42	16.90	13.17	0.28	6.25	1.17							
Staff Group	Administrative and Clerical	Add Prof & Tech	Additional Clinical	Allied Health Professionals	Estates and Ancillary	Medical and Dental	Nursing and Midwifery	Other	Totals				Administrative and Clerical	Add Prof & Tech	Additional Clinical Services	Allied Health Professionals	Estates and Ancillary	Medical and Dental	Nursing and Midwifery Registered	Other	Total							
Totals	4	0	0	0	0	0	0	0	4				1687	1087	1890	649	12	493	2066	4	7888							
Percentage	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00					21.39	13.78	23.96	8.23	0.15	6.25	26.19	0.05								
Disability	Yes	No	Not declared	Undefined	Totals												Yes	No	Not declared	Undefined	Total							
Totals	1	3	0	0	4												586	6813	475	14	7888							
Percentage	25.00	75.00	0.00	0.00													7.43	86.37	6.02	0.18								
Gender	Male	Female	Totals												Male	Female	Total											
Totals	1	3	4												2055	5833	7888											
Percentage	25.00	75.00													26.05	73.95												
Age	17-21	22-31	32-41	42-51	52-61	62+	Total												17-21	22-31	32-41	42-51	52-61	62+	Total			
Totals	0	1	2	1	0	0	4												62	1682	2109	1991	1550	494	7888			
Percentage	0.00	25.00	50.00	25.00	0.00	0.00													0.79	21.32	26.74	25.24	19.65	6.26				
Pregnancy/ Maternity	Yes	No	Total												Yes	No	Total											
Totals	0	4	4												196	7692	7888											
Percentage	0.00	100.00													2.48	97.52												
Religion or belief (if data available)	Atheism	Buddhism	Christianity	Hinduism	Not disclosed	Islam	Jainism	Judaism	Other	Sikhism	Total	Atheism	Buddhism	Christianity	Hinduism	Not disclosed	Islam	Jainism	Judaism	Other	Sikhism	Total						
Percentage	25.00	0.00	50.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	4	1350	96	3678	243	790	1065	9	92	468	97	7888						
												17.11	1.22	46.63	3.08	10.02	13.50	0.11	1.17	5.93	1.23							
Sexual Orientation (if data available)	Bisexual	Gay	Heterosexual	Not disclosed	Lesbian	Total												Bisexual	Gay	Heterosexual	Not disclosed	Lesbian	sexual orientati	Total				
Totals	0	0	4	0	0	4												169	115	6770	716	82	36	7888				
Percentage	0.00	0.00	100.00	0.00	0.00													2.14	1.46	85.83	9.08	1.04	0.46					
Gender Re-assignment (if data available)	Yes	No	Totals												Yes	No	Totals											
Totals	0	4	4												3	7885	7888											
Percentage	0.00	100.00													0.04	99.96												
Marriage & Civil Partnership (if data available)	Civil Partnership	Divorced	Legally Separated	Married	Not disclosed	Single	Unknown	Widowed	Totals												Civil Partnership	Divorced	Legally Separated	Married	Not disclosed	Single	Widowed	Totals
Totals	0	1	0	1	0	1	1	0	4												140	353	115	3235	253	3735	57	7888
Percentage	0.00	25.00	0.00	25.00	0.00	25.00	25.00	0.00													1.77	4.48	1.46	41.01	3.21	47.35	0.72	

1. Impact on Protected Characteristics			3. Additional Questions	
Group	Impact	For each protected characteristic, please explain the following as well as any actions taken to mitigate impact: •What negative impacts have been identified? •Are there any positive impacts? •What research have you done to understand these impacts? •What evidence have you gathered to mitigate any risks or concerns?	Question	Response
Disability		One staff is recorded as having a disability; three staff are recorded as not declared. Adjustments will be made for staff as appropriate. Staff will have the opportunity to discuss any specific impact the proposals have on them during the individual consultation periods.	Could the way the change is implemented have an adverse impact on equality of opportunity or good relations between different groups?	No
Sex			Is the change indirectly discriminatory, and can it be justified?	No
Age			Is the change intended to increase equality of opportunity by permitting Positive Action or Reasonable Adjustment?	No
Pregnancy and Maternity			Who have you consulted with to complete the EIA?	People Business Partner
Religion or Belief				
Sexual Orientation				
Gender re-assignment				
Marriage and Civil Partnership				
Race				
2. Impact on other groups				
Group	Impact	Who else is affected/impacted? Consider other socially excluded groups or communities: •What negative impacts have been identified? •Are there any positive impacts? •What research have you done to understand these impacts? •What evidence have you gathered to mitigate any risks or concerns?		
Band				
Staff group				
Other (please state)				