

DUNDEE CITY COUNCIL

**REPORT TO: SOCIAL WORK COMMITTEE - 20 August 2001
PERSONNEL & MANAGEMENT SERVICES COMMITTEE
– 10 September 2001**

**REPORT ON: SOCIAL WORK DEPARTMENT - DEVELOPMENT OF HOME CARE
SERVICE - A NEIGHBOURHOOD APPROACH**

**REPORT BY: DIRECTOR OF SOCIAL WORK
DIRECTOR OF PERSONNEL & MANAGEMENT SERVICES**

REPORT NO: 519 - 2001

1.0 PURPOSE OF REPORT

1.1 This report seeks authority for proposed developments in the City Council's Home Care Service.

2.0 RECOMMENDATIONS

It is recommended that the Social Work Committee:-

- 2.1 reaffirms the policy direction agreed through the Older People Working Group Report to develop community based alternatives to institutional forms of care;
- 2.2 confirms the need to develop a range of distinct and separate Home Care services to meet the varying needs of older people and other vulnerable adults across the City;
- 2.3 agrees to the implementation of alternative methods of service delivery which have been evaluated through a Best Value review of the Home Care Service;
- 2.4 establishes service teams based on local neighbourhoods, working from sheltered housing complexes across the City.

It is recommended that the Personnel and Management Services Committee:-

- 2.5 Increase the present social care worker establishment from 3147 hours to 6,780 hours per week within the Home Care service and redesignates social care officers as social care workers;
- 2.6 adjusts Home Care Worker hours per week accordingly; and
- 2.7 instructs the Directors of Social Work and Personnel and Management Services to bring forward a detailed report in relation to the future management of the Home Care Service together with recommendations for staff development consistent with the framework of Scottish Vocational Qualifications, all in consultation with the relevant trade unions.

3.0 FINANCIAL IMPLICATIONS

3.1 The additional cost of the realignment of services will be £100,000 in a full financial year. This will be funded from additional resources allocated to Dundee City Council to implement the report of the Joint Future Group.

4.0 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 This report reflects the Council's objective to support the delivery of services to defined neighbourhoods. This will ensure accessibility and equity of access across the city and is the basis for continuing to involve service users in decisions about the kind of Home Care services the Council provides and commissions.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 This report takes account of the right of vulnerable service users to have equal access to services which allow them to play their full part in the community. Further, proposed changes in service delivery allow the department to contribute to the supportive care of older people and other vulnerable adults over a 24 hour period.

6.0 MAIN TEXT

Background

- 6.1 The Social Work Department sought the opinions and views of nearly 400 service users about what they thought were the key features of a really good Home Care Service. [Home Care Best Value Report No. 601/1999]. They told the Department that the main priorities were to have a reliable service which turned up when it said it would; that the employees were cheerful and approachable; that the employees were competent in whatever they had to do; and that they should know who to contact if things went wrong or they needed to change the service they had.
- 6.2 A subsequent survey of views among all users showed that although the Council's service had very high ratings, mostly exceeding 80% satisfaction, there is still a need to improve performance in all areas. The view was taken that older people and other vulnerable adults, who had no alternative but to rely on these services, needed to have as close to 100% satisfaction as possible.

Current Service Provision

- 6.3 The Home Care Service in Dundee has been based on the organisational arrangements inherited from Tayside Regional Council. Across the city there are eighteen Home Care teams, made up of employees of different grades and experience carrying out a variety of tasks usually for older people, although there are increasing numbers of vulnerable adults who have mental or physical disabilities who require support and services.
- 6.4 The areas, or patches, in which these teams work were defined some ten years ago. There have been significant shifts in population from some communities since then.
- 6.5 These patch based teams are expected to carry out a whole range of differing tasks - from cleaning toilets in communal facilities through to highly skilled personal care tasks; from collecting pensions through to dealing with complex emotional problems and family breakdown. The demands on employees' time and skills are considerable and the very variety frequently prevents the development of sufficient knowledge and practice to address all the problems likely to be faced. These tasks do, however, broadly divide in to practical support tasks and social care tasks.

Review of Service

- 6.6 The Council has recognised this evolving change in the service between practical support and care by creating the post of Community Social Care Officer and by trying out different ways of delivering services. These different ways have been developed through a Best Value review of the service.

- 6.7 In discussion with employees of all grades, and their trade unions, it was clear that the very wide range of different tasks expected of individual employees, the very tight constraints on the numbers of employees available to carry out tasks, the adverse effect of absences from duty (as there are no relief staff to provide cover), and the amount of time spent walking between duties (i.e. walking between houses to do the next set of housework, or the length of the walk to the shops or post office for shopping and pensions) meant that the service could often be disrupted or late.
- 6.8 The Social Work Committee therefore agreed to set up arrangements to deliver practical support services; and levels of satisfaction among service users rose significantly in the areas where these arrangements were provided:
- a) The services were seen to be more reliable and of a high quality.
 - b) Employees scored higher ratings in relation to competence and friendliness.
 - c) Some cost reductions were generated.
 - d) The level of service provided to some individuals was increased.
- 6.9 Members are asked to note that these improvements reflect the key performance indicators identified by service users during the initial consultation phase of the Best Value programme.

Social and Personal Care

- 6.10 Community Social Care Officer posts were established by Tayside Regional Council on the same terms and conditions as those which applied in residential care settings. The job description has been wholly adopted as the tasks are the same, only now are being carried out in the person's own home.
- 6.11 The deployment of these employees has been based on individual assessments of service users and has brought an uneven distribution of Social Care Officers across the city.
- 6.12 Locality or neighbourhood team working has been introduced in six areas of the city to examine whether this can reduce travel time and establish effective staff rotas which can ensure care throughout the day and well in to the evening, as well as across seven days per week. In these areas, service users' social care is carried out and managed by a team rather than an individual. The teams have been able to plan their work around the needs of the community they are serving as they know all the service users in the area. They are also able to support each other much more easily, particularly when visiting at night.

7.0 Service Development

- 7.1 It is, therefore, proposed that the Home Care service should be realigned to reflect the communities which it serves. A neighbourhood approach, based on the Council's current investment in sheltered housing, will provide the bases from which employees can provide services. Such an approach will allow easy and identifiable access points for service users and their carers to get information about the service, make referrals for service and contact or make comment about the service.
- 7.2 An initial network of 36 teams is proposed replacing the current structure of 18 teams

The Personnel and Management Services Committee is asked to:-

establish an additional 3,633 Social Care Officer hours per week; bringing the total establishment hours up to 6,780 hours per week. Home Care Worker hours deployed within the Home Care structure will be adjusted according to the budget available and taking account of week to week variations in demand and staffing resources.

8.0 Management Arrangements and Staff Development

- 8.1 It is acknowledged that employees who are providing care across seven days will require the support and supervision of senior staff, and it is recommended that the Directors of Social Work and Personnel and Management Services bring forward a further report detailing the management and staff development structure which will support the changes in deployment of the Home Care workforce. There will be full consultation with the trade unions in developing this report.
- 8.2 An analysis of training needs has confirmed that the Scottish Vocational Qualification linked with the professional development award (the National Certificate in Home Care) provides the appropriate level of training to meet the required competences and it is recommended that an allowance be made to provide work based assessment for these awards.
- 8.3 A provisional budget allowance has been made for management and staff development support [see attached financial appendix].

9.0 Dementia Care Needs

- 9.1 The Council is investigating the needs and services required to support people with dementia and their carers along with Health Service partners, the Carers' Centre and the voluntary sector and a more detailed report will be brought forward on this by the Director of Social Work. However, the financial plan also contains provision for three teams of Social Care Officers to expand the Council's current commitment to a night sitting service for this group of people.

10.0 CONSULTATION

The Directors of Finance and Housing have been consulted in producing this report. The report has also been the subject of consultation with the relevant trade unions.

11.0 BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any confidential or exempt information), were relied on to any material extent in preparing the above report.

12.0 SIGNATURES

Director of Social Work _____

Date _____

Director of Personnel & Management Services _____

Date _____

Financial Appendix

Development of Home Care Service

Proposal	Cost in 2001/02 (£)	Cost in a Full Financial year (£)
Management, administration & staff development support	755,925	813,300
Social Care Workers (Night Care)	205,325	558,500
Social Care Workers	1,654,825	2,634,400
Practical Support Services	2,345,925	1,105,800
Total	4,962,000	5,112,000
Funded By:		
Community Care Budget	4,912,000	5,012,000
Scottish Executive New Monies	50,000	100,000
Total	4,962,000	5,112,000