

# DUNDEE CITY COUNCIL

**REPORT TO:** Social Work Committee - 17 December 2001  
Personnel and Management Services Committee - 10 December 2001

**REPORT ON:** Social Work Department - Development of the Home Care Service - a Neighbourhood Approach - Review of Management Arrangements

**REPORT BY:** Director of Social Work and Director of Personnel and Management Services

**REPORT NO:** 748-2001

## 1 PURPOSE OF REPORT

- 1.1 This report seeks authority for proposed changes to the management of the City Council's Home Care Service consistent with the recommendations for the development of the service previously agreed by Committee - Report No. 519-2001.

## 2 RECOMMENDATIONS

It is recommended that the Social Work Committee:-

- 2.1 confirms the separation of social care services from practical support services for vulnerable adults;
- 2.2 agrees to the provision of supervisory support for social care staff across a seven day week; and
- 2.3 delegates to the Director of Social Work the deployment of Home Care Organiser posts to ensure the effective development of practical support services for laundry, shopping, meals delivery, housework and other related tasks within localities; and the management of the Council's sheltered housing warden service.

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

- 2.4 the proposed staffing structure in Appendix 1
- 2.5 the establishment 14 posts of Social Care Organiser, residential grade SCP27-30 (£18,378 - £20,397);
- 2.6 the deletion 14 posts of Home Care Organiser, AP3 SCP23-26 (£16,173 - £17,796);
- 2.7 the establishment of a Home Care Manager post AP5/PO1-4 SCP31-38 (£21,036 - £25,476);

- 2.8 the establishment of a part time Clerical Assistant post (18.5 hours) G/S1/2 SCP3-12 (£9,180 - £12,399);
- 2.9 notes the agreement on shift working for all grades of social care employees; and
- 2.10 agrees to suitable deployment arrangements from within the current organiser workforce.

### 3 **FINANCIAL IMPLICATIONS**

- 3.1 The cost of the proposal in this report were reported to and agreed by Committee in Report No. 519-2001. The realignment of services will be funded from the existing Community Care budget supplemented by resources allocated to Dundee City Council to implement the report of the Joint Future Group (Appendix 1).

### 4 **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 **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 allows the department to contribute to the supportive care of older people and other vulnerable adults over a 24 hour period.

### 6 **MAIN TEXT**

#### 6.1 **Background**

Committee instructed 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, Report No. 519-2001. This report reflects discussion with relevant staff and their trade unions about the management arrangements to support the changes in service provision already agreed by Committee.

## 6.2 Support to and supervision of Social Care staff in the community

- 6.2.1 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.
- 6.2.2 Current arrangements have been developed from past historical patterns of care which are now undergoing marked and rapid change. These changes have previously been reported to Committee through the Report of the Older People Working Group which advised of the shift in the balance of care between institutions and the community. A 'Best Value' review of the service and the recommendations of Audit Scotland in their report *Home Care for Older People*, highlight the need to have effective support and supervision of employees who are carrying out complex care tasks in the community.
- 6.2.3 Social Care staff working in the community require to be available in shift patterns to provide care across seven days per week and throughout the day. Supervisors will need to be available to provide support and guidance within a similar pattern. This will involve supervisors having to work into the evenings and at weekends. It is therefore proposed that the Committee agrees to establish a supervisory post, *Social Care Organiser*, whose remit will be to support, supervise and develop social care practice and service developments. The job description, person specification and qualification requirements have been discussed and agreed with the relevant trade unions
- 6.2.4 The City Council has already made significant investment in providing staff development opportunities within the Home Care service. The trade unions have agreed to a process of matching existing organising staff against the proposed posts on the basis of relevant experience, skills and qualifications. Individual employees have had the opportunity to discuss the roles and remits of these posts and express preferences. It is therefore recommended that the Committee agree to these deployment arrangements.
- 6.2.5 The provision of care in the community is a demanding and complex task requiring a wide range of management skills to ensure the effective deployment of a large and varied workforce. There is a requirement to ensure that the council's service will be able to meet the standards which will be imposed both through the Regulation of Care arrangements which will apply to home care services over the next 2 years and through the establishment of the Social Care Council regulating standards within the workforce. To meet these requirement and to ensure the effective development of the service consistent with the Council's 'Best Value' review and the recommendations of the report by Audit Scotland *Home Care for Older People*, and to contribute to the Joint Future recommendations, an additional post of Home Care Manager is proposed to manage the additional workload.
- 6.2.6 The Community Alarm Service is currently being reviewed and will be submitted to Committee in due course.

### **6.3 Support to and supervision of the Warden Service**

The City Council currently provides support to tenants of sheltered housing through the warden service and this is managed by three Home Care Organisers. The development of the City Council's response to the Supporting People regulations will inform the future development of this service and no changes to the current supervision of staff is proposed at present. The Committee is asked to confirm these 3 supervisory posts to manage this service meantime.

### **6.4 Support to and supervision of Home Care practical support services**

Committee previously agreed that the City Council should develop separate practical services for laundry, shopping and meals delivery services based on models 'piloted' through the 'Best Value' review of the Home Care service. It is proposed that there should be 5 Home Care Organisers who will have responsibility both for staff in a particular locality of the city but also a lead developmental responsibility for particular aspects of practical support.

### **6.5 Administrative support services**

Administrative support services within the Social Work Department are the subject of a wider review being undertaken by Personnel and Management Services. The outcome and recommendations of this review will be brought to Committee in due course. However, arising from the change in workloads; and the need to develop Information Technology and other systems within the Home Care service; it is proposed that an additional 0.5 clerical post be established meantime to enable care staff and supervisors to be freed from routine clerical tasks to develop more direct care provision

### **6.6 Shift Working**

To meet the care needs of older and other vulnerable adults living in the community, the Home Care service will require Social Care employees at all levels to be work shift patterns covering 7 days per week. The patterns for each locality require to be sufficiently flexible to meet the care needs of that area. However, the following principles will inform these local arrangements:-

- a) there will be agreed start times and end times for each shift for each locality team;
- b) the pattern of shifts will be able to cover care needs from 7.00 a.m. - to 10.00 p.m., if required;
- c) there will be adequate meal breaks;
- d) shift patterns will be available at least one month in advance;
- e) shift patterns will be subject to risk assessment which will confirm arrangements for starting and ending shifts and identify a local base for employees to report to.

Otherwise shift arrangements will be consistent with those already agreed with the relevant trade unions within residential and day care settings. This agreement is reflected in the agreed grades for these posts which includes shift allowances.

## 7 **CONSULTATION**

- 7.1 The Director of Finance has been consulted in producing this report. The report has also been the subject of consultation with the relevant trade unions.

## 8 **BACKGROUND PAPERS**

- 8.1 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.

## 9 **SIGNATURES**

Alan Baird

Director of Social Work .....

Date .....

J.C. Petrie

Director of Personnel and Management Services .....

Date .....

**Appendix 1****STAFFING ESTABLISHMENT**

<b>Job Title</b>	<b>SCP</b>	<b>Current</b>	<b>Proposed</b>
Service Manager Home Care	52	1	1
Home Care Manager	31-38	3	4
Social Care Organiser	27-30	-	14
Home Care Organiser	23-26	22	8
Administrative Assistant	23-26	1	1
Clerical Assistant	3-12	9.5	10

**FINANCIAL APPENDIX****DEVELOPMENT OF HOME CARE SERVICE**

<b>Proposal</b>	<b>Cost in 2001/02 (£)</b>	<b>Cost in a Full Financial year (£)</b>
Management and administration*	<b>755,925</b>	<b>813,300</b>
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
<b>Total</b>	<b>4,962,000</b>	<b>5,112,000</b>
Funded by:		
Community Care Budget	4,912,000	5,012,000
Joint Future Group Funds	50,000	100,000
<b>Total</b>	<b>4,962,000</b>	<b>5,112,000</b>

\* Posts referred to in this report