

REPORT TO: POLICY & RESOURCES COMMITTEE

REPORT ON: RE-MODELLING OF HOME CARE SERVICES

REPORT BY: HEAD OF SERVICE, STRATEGY, INTEGRATION, PERFORMANCE AND SUPPORT SERVICES

REPORT NO: 64-2016

1.0 PURPOSE OF REPORT

The purpose of the report is to seek approval to re-model the social care element of Dundee City Council's Home Care Service.

2.0 RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

- note the content of the report;
- instructs the Head of Service, Strategy, Integration, Performance and Support Services and Head of Human Resources and Business Support to progress the review of Social Care (Home Care Service) in conjunction with the Integration Joint Board Management team.

3.0 FINANCIAL IMPLICATIONS

The current 2015/16 gross staff costs budget for the Social Care (Home Care Service) is £6.917m.

Dundee City Council has invested significant resources over recent years in reshaping the Community Care budget to contribute to meeting the challenges of an increasingly frail elderly population and other demographic pressures. With current and future resources continuing to be under considerable pressure and demand predicted to increase it is evident that services need to be working as efficiently as possible.

The changes proposed in the report will result in the removal of inefficiencies currently experienced within the service thereby increasing capacity to assist in meeting increasing demands at no additional cost. It is anticipated that these efficiencies will generate savings of £250k in 2016/17, increasing to £500k by 2017/18.

4.0 MAIN TEXT

4.1 Background Information

The term 'Home Care' is used to describe a range of services provided across Dundee City to support people to live in the community. Home care covers the following areas of service:

- Social Care Teams (in an individuals own home);
- Enablement Teams;
- Housing with Care;
- Social Care Response Service (which includes the community alarm response service and the night care service);
- Community Meals Service (which includes the shopping service);
- Practical Support Service (which includes a housework service and a laundry service);
- Handyperson Service.

At present home care provides approximately 60% of its total services directly. The other 40% is commissioned from various external home care providers.

These services will form part of an integrated service under the direction of the Integrated Joint Board from 2016/17.

Home care services have been facing significant challenges in terms of demographic pressures, economic pressures, and changes to national policy (e.g. the introduction of Self Directed Support legislation). As a result of this, an internal review of the social care element of the homecare service was carried out in 2014 in order to consider what steps were required to ensure services were best placed to meet these challenges.

The findings of the review were:

1. The service was no longer aligned with service demand and this was affecting the quality of the service in terms of meeting service users' needs.
2. The service could be far more cost efficient.
3. The service was not effective in meeting the current social policy landscape.

4.2 Aligning Service Availability with Demand

The current social care models of service delivery were put into place over ten years ago to meet the needs of the service at that time. These services were designed around a reduced level of support at the weekend and a more consistent demand throughout the morning and evening periods.

The pattern of demand has changed in the following ways:

- Service users have complex care needs requiring multiple visits per day extending over a seven day period. The visit time requirements are focussed around rising from bed, meal times and returning to bed.
- Fewer family members are able to support these more complex levels of need, thus the previous dip in demand for services at the weekend is no longer the case.
- Due to health issues such as continence management there is more demand for the service earlier in the morning and later in the evening.

As a result of these changes in demand, the current availability of services does not align with service demand.

4.3 Delivering Services Against Social Policy Landscapes

The two most recent main policy drivers at present are Health and Social Care Integration, and the introduction of Self Directed Support. Both policies advocate for delivering supports and services which meet individual's personal outcomes.

Therefore the strategic direction will be towards providing services for people which are much more flexible and person centred, with individuals having a greater expectation that a service will be delivered at a time that suits them. Self Directed Support will allow service users to make informed choices, including information about cost and take their individual budget to a service provider who can offer their preferred range and timing of supports. This has resulted in the development of a wide range of services by the independent and third sector and social enterprise providers therefore introducing more choice and control for service users in line with national policy drivers.

In order to meet the changing needs of service users, our services must become more responsive and more economically sustainable.

4.4 Proposed Actions

In order to better align services with national policy direction and meet the challenges outlined in this report, the following actions are proposed in relation to the Social Care (Home Care Service) including Enablement services:

- In partnership with staff and trade unions, develop working patterns which allow for flexibility in the availability of services and maximises the scope for direct contact with service users resulting in more efficient use of staff time and resources;
- Continue to work with and support the independent, third and social enterprise sectors in developing a range of complimentary and alternative supports.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 CONSULTATIONS

Consultation with staff and Trade Unions are currently taking place.

7.0 BACKGROUND PAPERS

None

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PERFORMANCE AND SUPPORT SERVICES**

4 FEBRUARY 2016



EQUALITY IMPACT ASSESSMENT TOOL

Part 1: Description/Consultation

Is this a Rapid Equality Impact Assessment (RIAT)?		Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Is this a Full Equality Impact Assessment (EQIA)?		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Date of Assessment:	12/02/2016	Committee Report Number:	64-2016
Title of document being assessed:		Re-modelling of Home Care services	
1. This is a new policy, procedure, strategy or practice being assessed (If yes please check box) <input checked="" type="checkbox"/>		This is an existing policy, procedure, strategy or practice being assessed? (If yes please check box) <input type="checkbox"/>	
2. Please give a brief description of the policy, procedure, strategy or practice being assessed.		The report describes how the social care element of the Councils Home Care Service will be remodelled.	
3. What is the intended outcome of this policy, procedure, strategy or practice?		That the service will better meet the needs of service users because they will receive care and support at the times of the day they need a service. It will also ensure the service is used and developed efficiently as possible.	
4. Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.		Dundee Joint Strategic and Commissioning Statement for Older People 2013	
5. Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.		Older people and other stakeholders have been involved in evaluation about the Older People Strategy and in the development of the Dundee Joint Strategic and Commissioning Statement for Older People 2013..	
6. Please give details of council officer involvement in this assessment. (e.g. names of officers consulted, dates of meetings etc.)		Laura Bannerman Head of Strategy, Integration, Performance and Support Services, Social Work, Dundee City Council; David Berry Finance, Integrated Joint Board; Joyce Barclay Senior Officer, Social Work.	
7. Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy? (Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)		There is not a need to gather further evidence at this stage although the proposals will be closely monitored and committee will be advised of any any potentially negative implications identified for people from protected characteristic communities that cannot be overcome. Co-production, consultation and involvement will continue as required to ensure that any potential negative equality impacts are identified promptly are avoided or mitigated.	

Part 2: Protected Characteristics

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

	Positively	Negatively	No Impact	Not Known
Race, Ethnic Minority Communities including Gypsies and Travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People with a disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, Gay and Bisexual	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Socio-economic	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (please state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 3: Impacts/Monitoring

<p>1. Have any positive impacts been identified?</p> <p>(We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	<p>Yes it is anticipated that older people and people with a disability who have care and support needs will receive a service at the best time for them and that services and supports will be delivered in a more efficient way by maximising the time staff spend in direct contact with the service user.</p>
<p>2. Have any negative impacts been identified?</p> <p>(Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>	<p>No</p>
<p>3. What action is proposed to overcome any negative impacts?</p> <p>(e.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. See Good Practice on DCC equalities web page)</p>	<p>N/A</p>
<p>4. Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?</p> <p>(If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	<p>N/A</p>
<p>5. Has a 'Full' Equality Impact Assessment been recommended?</p> <p>(If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required. Seek advice from your departmental Equality lead.)</p>	<p>No</p>
<p>6. How will the policy be monitored?</p> <p>(How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)</p>	<p>There will be close monitoring of the impact of any changes.</p>

Part 4: Contact Information

Name of Department or Partnership	Health and Social Care Partnership
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Type of Document	
Human Resource Policy	<input type="checkbox"/>
General Policy	<input checked="" type="checkbox"/>
Strategy/Service	<input type="checkbox"/>
Change Papers/Local Procedure	<input type="checkbox"/>
Guidelines and Protocols	<input type="checkbox"/>
Other	<input type="checkbox"/>

Manager Responsible	Author Responsible
Name: Laura Bannerman	Name: Dave Berry
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Signature of author of the policy:	Dave Berry	Date: 12/02/16
Signature of Director/Head of Service:	Laura Bannerman	Date: 12/02/16
Name of Director/Head of Service:	Laura Bannerman	
Date of Next Policy Review:	Click here to enter text.	