

EAST AYRSHIRE COUNCIL

SOCIAL WORK COMMITTEE : 23 MAY 2002

HOME CARE REVIEW – STAGE 2

Report by the Director of Educational and Social Services

1. PURPOSE

- 1.1 To advise members of proposed developments to the structure of Home Care Service.
- 1.2 To report back to members on implementation of stage 1 of report dated 9 April 2002.

2. CONTEXT

- 2.1 The changing environment within which home care services are delivered in East Ayrshire was detailed in committee paper reporting stage 1 of Review on 9 April 2002.
- 2.2 Negotiations with employees and trade unions have provided a foundation for direct service delivery that addresses the needs of service users in our community.
- 2.3 Proposals previously brought to Committee under Stage One of the review have been put to ballot of the former manual worker employees and accepted by a large majority.
- 2.4 The Council is required by National Standards to ensure that employees are adequately managed and supported in carrying out their duties. We are also charged with monitoring supports whether provided directly or purchased from the independent sector to ensure services operate in line with all legal requirements and best practice guidelines.

3. CURRENT SITUATION

- 3.1 The Home Care Best Value Review identified that the service management profiles required to be modernised to address the changes in environment.
- 3.2 Increasing demands on time from routine but essential administrative tasks have resulted in Home Care Managers being more office based to the detriment of service monitoring and employee management roles.
- 3.3 Working with the independent sector has brought new demands of commissioning and contract management. We need to be effective in these roles to ensure best value for both the Council and service users.

4. IMPLICATIONS FOR EMPLOYEES

- 4.1 The current service unit structure is attached as appendix 1 and proposed structure as appendix 2.

- 4.2 The overall aim of the structure changes is to professionalise Home Care in line with other fieldwork services provided by Social Work.
- 4.3 The role of Home Care Assistant is introduced as a development opportunity for employees particularly Personal Carers to attain some of the skills / experience that would be expected of future Home Care Managers. The Home Care Assistant will facilitate day to day deployment of staff and support Home Care managers in other administrative duties particularly in relation to independent service providers. In order to make this available to a range of employees, as an alternative to creating permanent positions, 1-year secondment opportunities will be offered.
- 4.4 The introduction of Home Care Assistants will free the Home Help Organisers to be less office based. For the Council to meet the needs of vulnerable individuals and the challenges posed by regulation the role of this staff group require to be developed and become more directly involved in care management, staff management and training. The post is re-designated Home Care Manager.
- 4.5 Locality based Home Care Organisers require to assume overall responsibility for care at home services within their areas of remit. This post will be redesignated to Team Leader (Home Care), see appendix 2. This will include line management responsibility for Home Care Managers (previously Home Help Organisers) and Home Care Assistants. They will ensure resources are used appropriately and effectively. Through the Home Care Managers they will monitor services provided by the independent sector in their area and ensure services provided meet all National Care Standards.
- 4.6 Home Care Organiser Based in Civic Centre This post will be redesignated Service Officer (Home Care Contracts). The principal roles of this post have been to monitor independent service providers and oversee sheltered housing provision. The independent sector now provides approximately 3000 hours care in East Ayrshire each week. The introduction of the Commission and National Care Standards have placed clear responsibilities on the Council in respect of monitoring the care packages we both provide and purchase. The Service Officer will have responsibility for commissioning services and monitoring contracts within home care.
- 4.7 Team Leader Joint Future
- The implementation of the Joint Future Agenda requires a consistent co-ordinated approach from the Council. There are a range of Developments in partnership with Ayrshire and Arran Health Board, the Acute Trust and Primary Trust that depend on significant input from East Ayrshire Home Care Services to ensure they are effective in supporting people at home. It is proposed that a Team Leader post is established to manage and monitor these activities. The role will be to manage the Home Care elements of this initiative and facilitate effective communication between the agencies.
- 4.9 The above proposed service unit structure has been subject to negotiation with employees and trade unions. Employees are accepting that the service needs to modernise and in so doing endorse the new responsibilities and work practices. They are in agreement with the proposed new structure.

- 4.10 Trade Unions representing the Personal Carers have been particularly supportive of the new development opportunities offered to staff through the introduction of Home Care Assistants.

5. FINANCIAL CONSIDERATIONS

- 5.1 Regradings within the structure can be met within the existing overall Home Care Budget.
- 5.2 The Scottish Executive has recognised that improvements in staffing will be required to implement the Joint Future / Personal Care Initiatives. Funding has been provided for this purpose and will be used to finance the Team Leader (Joint Future) post, and support the Home Care Assistant Developmental Initiative

6. PERSONNEL IMPLICATIONS

- 6.1 The current proposals introduce the role of Home Care Assistant at AP1 grade.
- 6.2 To reflect the increased professional status of the role required of the Home Help Organiser the post is to be redesignated Home Care Manager and the grade expanded from AP4 to AP4/5.
- 6.3 In line with existing social work structures and to reflect the increased responsibility for overall service management Home Care Organisers are redesignated Team Leaders (Home Care). These posts and Team Leader (Joint Future) are proposed graded SO5.
- 6.4 Service Officer (Home Care Contracts Post) is introduced to replace Home Care Organiser previously based at Civic Centre and graded SO5.
- 6.5 The Scottish Executive has set a timescale of 1st July 2002 for implementation of (Free Personal and Nursing Care). For the Council to meet this target the Home Help Organisers have been required to change roles and assume more responsibility for Assessment and Care Management. In recognition of this flexibility from the workforce it is proposed that for staff moving to the Home Care Manager post the implementation date is 31st March 2002. For all other staff, implementation will be the 1st July 2002.

7. POLICY / LEGAL IMPLICATIONS

- 7.1 The proposed structure meets the requirements of the Care Commission and National Standards – Care at Home.

8. RECOMMENDATIONS

- 8.1 It is recommended that the committee:

- (i) Approve the recommendations for modernisation of the Home Care Service Structure.
- (ii) Refer the staffing implications to the Corporate Sub-Committee of the Policy and Resources Committee for consideration
- (iii) Otherwise note the contents of this report.

John Mulgrew
Director of Educational and Social Services
13 May 2002

JD/JK
Enc (2)

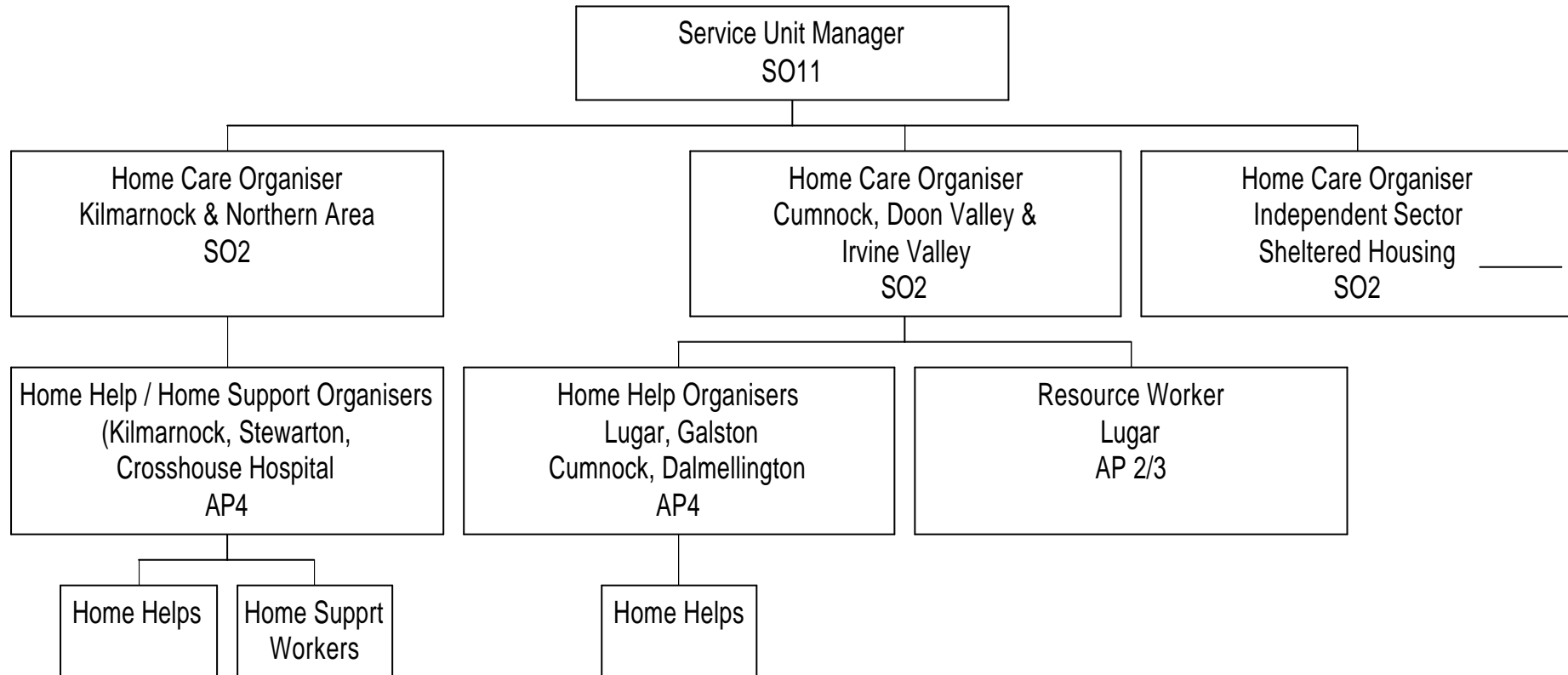
LIST OF BACKGROUND REPORTS

1. Fair Care for Older People – Care Development Group Report September 2001
2. Free Personal and Nursing Care in Scotland: Guidance for Local Authorities and The NHS and Other Service Providers – April 2002
3. Community Care and Health (Scotland) Act 2002

For further information please contact:
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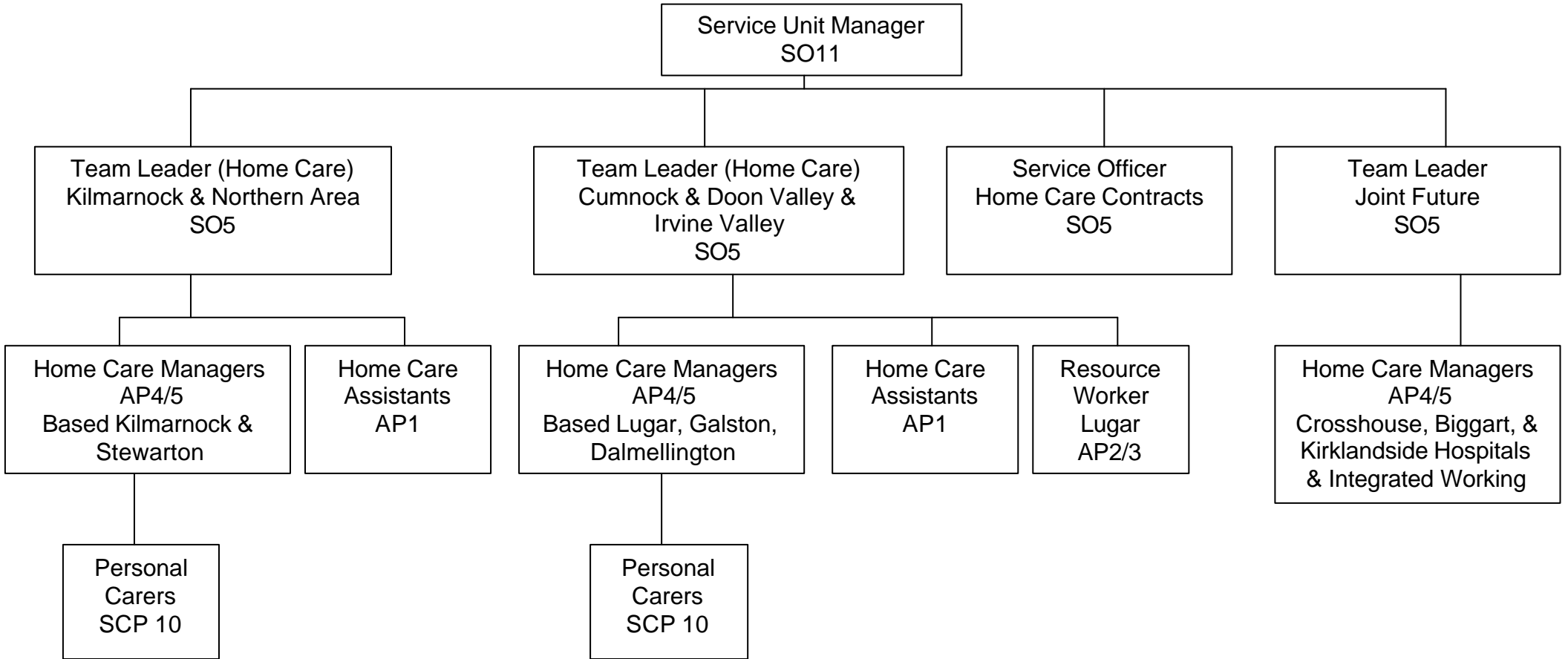
IMPLEMENTATION OFFICER : JACKIE DONNELLY

HOME CARE TEAM



(APPENDIX 1)

HOME CARE TEAM



(APPENDIX 2)

AGENDA