

EXECUTIVE

16 MARCH 2006

DAY CENTRE AND CARE SERVICES

SUMMARY

This report reviews Day Centre and Care Services and makes recommendations for service improvements to meet future needs, and at the same time achieves a net saving in revenue costs.

1. INTRODUCTION

- 1.1. Members will be aware of the substantial changes in Day Care Services (Day Centres, Meals on Wheels and Community Transport) over the last four years.
- 1.2. Recent changes in service delivery since 2001 has included:
 - Management and delivery of Meals on Wheels Service – 2001
 - Management of Shawfield Day Centre – 2003
 - Expansion of Meals on Wheels to seven days a week – 2004
 - Management of Four Seasons (Elderly Mentally Infirm Unit) – 2005
 - New Service Level Agreements with Surrey County Council Adults and Community Services – 2005
- 1.3. In addition, there are changes in national policy and direction that will impact on these services.
- 1.4. In light of these developments a review has been carried out to assess the impact on service delivery and the fitness of the current structure to support the delivery of Day Care Services.

2. BACKGROUND

- 2.1. The Care Standards Act 2000 has had a direct impact on service provision and applies to all agencies that provide personal care for people unable to provide it for themselves. The provisions relate to private, voluntary and public sectors including a local authority's own services.
- 2.2. These establish the minimum standards required. Providers have until 2008 to meet certain of these and this is dealt with in this report.
- 2.3. The Act is enforced when care is provided in a person's own home or in a care home. Day Centres are therefore currently exempt from inspection. However it is important to meet those standards.
- 2.4. The National Service Framework for Older People (2001) is a 10-year Government programme, started in 2001, with the overall aim of improving health and social services for older people. Day Centre Services support the delivery of:
 - **Standard Three:** Intermediate Care,
 - **Standard Seven:** Mental Health in older people and
 - **Standard Eight:** The promotion of health and active life in older age

- 2.5. The principal aims are to:
- a) enable older people to retain their independence for as long as they wish;
 - b) promote choice of service provision;
 - c) develop innovative services in partnership with other agencies;
 - d) make the most effective use of resources available to older people.

3. MAIN CONSIDERATIONS

- 3.1. As a result of Guildford's approach to core services and these legislative changes, service provision has moved away from direct intervention and provision of support, towards maintaining independence through the promotion of better health, maintaining mobility and independence.
- 3.2. These changes have a continuing impact on how services are delivered and the skills required by staff. It has also provided an opportunity for day centre services to improve cross agency partnerships.
- 3.3. The Care Standards Regulations require that, by 2008, 50% of all personal care by the provider must be delivered by NVQ qualified workers and all newly employed care staff will be required to register for the relevant NVQ within the first six months of employment.
- 3.4. The current situation within the Council's Community Services team is that 30% of Day Centre Care Officers meet the required standards. 20% of Day Centre Managers are working towards qualifying at NVQ level 4 standard.
- 3.5. An assessment of the current ability to meet these new standards within the current structure has been carried out together with a training need assessment.
- 3.6. The outcome of the review has highlighted the need to:
- Improve the range of social and health activities provided along with higher levels of social support
 - Improve access to all services
 - Target extra services for frail older people, including those with a low level of mental health problems
 - To improve the current management structure in order to meet Care Standard requirements and meet the needs of the contractual agreements with Surrey County Council's Adult and Community Services
 - To improve competency levels of all staff to meet minimum 'Care Standards'
 - To review roles and responsibilities to ensure that they reflect the new demands, responsibilities and competencies required by the new service standards.

4. CURRENT OPERATIONS

- 4.1. Day Care Services incorporate 4 Day Centres (White Hart Court, Ripley; North Place Centre, Guildford; Park Barn Centre, Guildford and Shawfield Centre, Ash), Meals on Wheels and Community Transport.
- 4.2. White Hart Court Day Centre in Ripley has been operating since 1991 and forms part of the White Hart Court Sheltered Housing Scheme. Despite considerable efforts,

attendance in this area has decreased over the last few years. Currently there is an average daily attendance of 15 clients per day.

- 4.3 The decision to decommission and redevelop the White Hart Court Sheltered Housing Scheme has a direct impact on the viability of the Day Centre, which forms part of the building complex. The number of Sheltered Housing tenants currently attending the Centre has reduced to approximately seven.
- 4.4 Park Barn Centre has now developed into a resource centre where ranges of services are managed. These include: Day Centre Services, Meals on Wheels, Dial a Ride and Elderly Mentally Infirm Day Care. This has a direct impact on the demands placed upon the management team at Park Barn.
- 4.5 Proposals to use the Meadows Centre, which is adjacent to the Shawfield Centre to provide EMI Day Care, have recently been approved by the Executive and the new service is expected to start in 2006. This means that a full resource centre is beginning to develop on the site.
- 4.6 Planning permission is currently being sought for a new resource centre on the old Farnham Road bus depot site to replace the North Place Centre.
- 4.7 The re-designed Meals on Wheels Service has proved successful and is now delivering 28,000 hot meals per annum. Demand for the service is provided on assessed need and continues to grow.
- 4.8 Community Transport Service provides Day Centre and Dial a Ride transport using 11 vehicles and provides 60,000 journeys per annum.

5. PROPOSED CHANGES AND STAFFING IMPLICATIONS

- 5.1 With the incorporation of Shawfield Day Centre and the EMI unit at Park Barn Centre from the previous providers the staffing structure and many of the terms and conditions of service were inherited through TUPE transfers and require assimilation to the Council's own standards. The current structure for Day Centre Resources is set out in **Appendix I**.
- 5.2 There is a need to review the structure to facilitate development of continuing services in line with local and national standards and to reflect the high level of competency required.
- 5.3 Following the closure of White Hart Court Day Centre from 1 April 2006, a revised staffing structure is proposed to reflect the changes in service delivery and demand as described in this report. The proposed structure is set out in **Appendix II**.
- 5.4 Should these proposals be agreed, there are clearly implications for existing staff. Initial informal consultation has been carried out and a formal consultation, following statutory procedures for redeployment where possible, will be implemented.

6. FINANCIAL IMPLICATIONS

- 6.1 **Appendix III** shows the projected budget for 2006/07 following restructure, together with a comparison with the existing budget. There is a net saving to the General Fund of £77,770.

6.2 Every opportunity for the redeployment of existing staff will be offered, however potential redundancy costs have been incorporated as a precautionary measure.

7. THE COUNCIL'S STRATEGIC FRAMEWORK

7.1 Day Care Services strongly support the Council's Key Strategic Priorities for Social Cohesion and these proposed changes will enhance that support in the future.

8. LEGAL IMPLICATIONS

8.1 As the changes are implemented, there will be negotiations to ensure that any changes in service provision do not conflict with current formal agreements with Surrey County Council's Adult and Community Services.

9. CONCLUSIONS

9.1 Substantial changes in needs and legislation over the past five year has altered the demands upon the service and staff.

9.2 The proposed changes in service provision will further improve services to:

- Improve how we enable our older population to remain healthy, independent and active
- Provide cost effective facilities that meet the needs of the older community
- Respond to changes in those needs.

10. DECISION

- (I) To agree the revised structure for Day Care Services, as set out in this report.
- (II) To authorise the Head of Community Care Services to consult staff and implement the revised structure.

Reason for Decision:

To ensure that the current staffing structure is fit for purpose in order to support the future delivery of Day Care Services.

Originator:

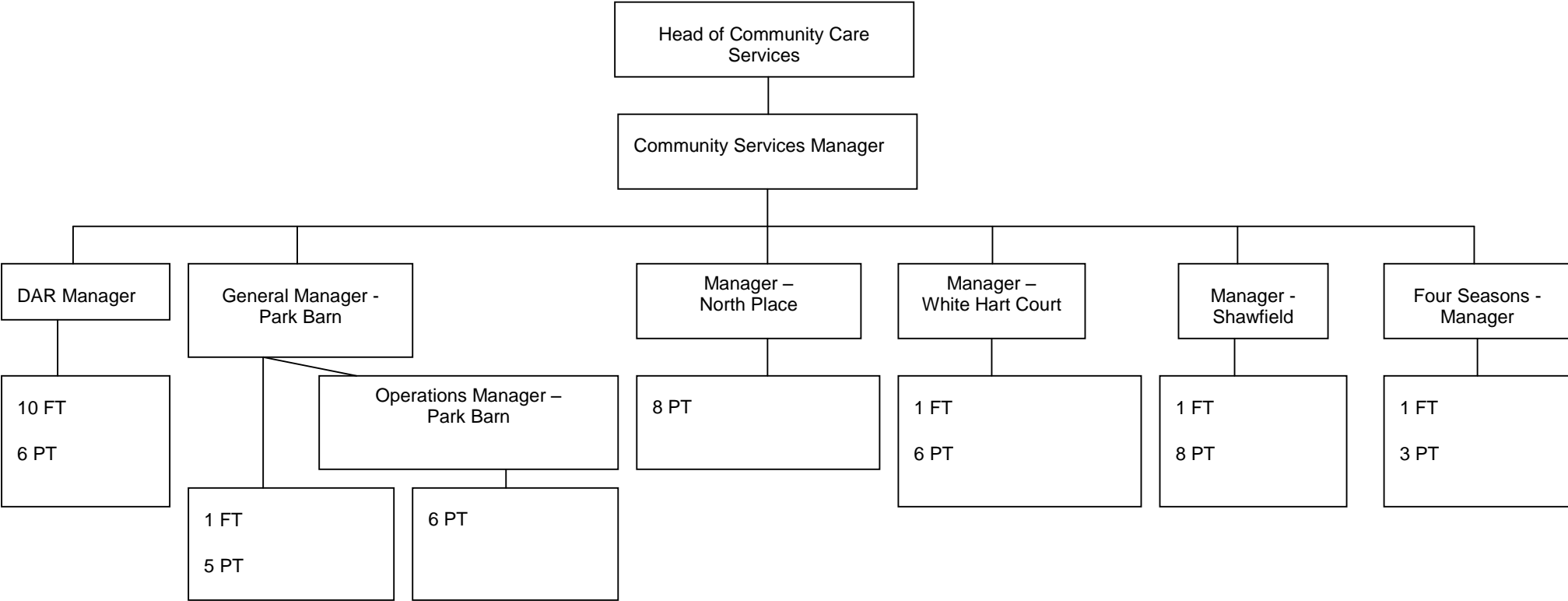
Jane Read, Community Care Services

Tel: 01483 444214

E-Mail: jane.read@guildford.gov.uk

Current Day Care Services Structure – March 2006

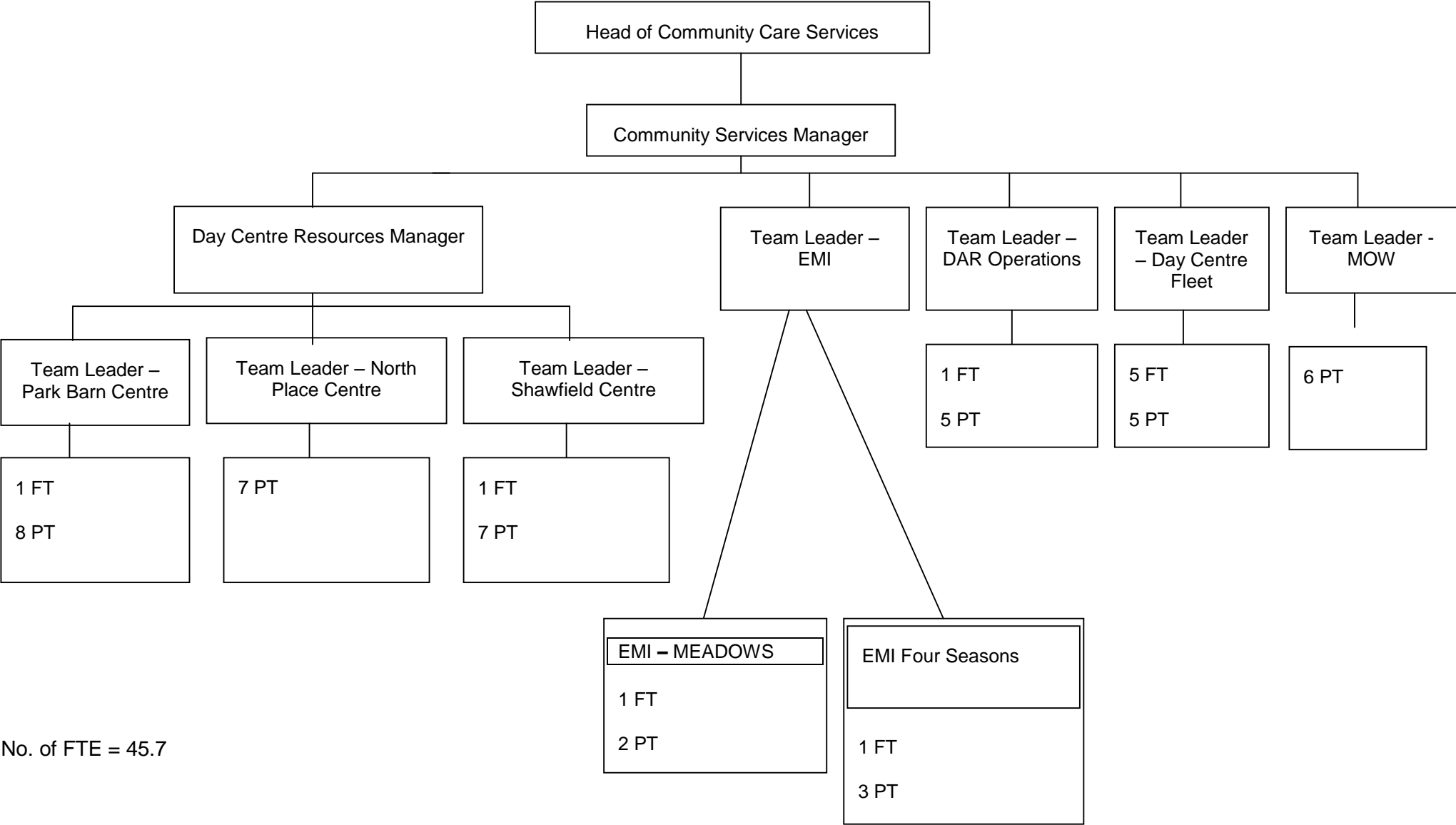
APPENDIX I



No. of FTE = 48.7

Proposed Day Centre Resources Structure

APPENDIX II



No. of FTE = 45.7

SERVICE COSTS – CURRENT STRUCTURE

Projected Service Cost 06/07	Park Barn	Shawfield	White Hart Court	North Place	EMI	DAR	MOW	Total all Services
Service Costs	£	£	£	£	£	£	£	
Employee Costs	163,800	148,520	138,780	142,920	84,080	340,110	114,190	1,132,400
Premises Related	34,430	21,160	5,820	17,190				78,600
Transport	440	530	850	330	30	194,980	30,640	227,800
Supplies and Services	41,260	28,830	23,980	22,950	2,000	6,960	50,930	176,910
Support Services	14,280	12,790	11,810	11,970	5,270	19,200	20,500	95,820
Special Works	5,000							5,000
Capital	82,810	34,710	25,620	31,910				175,050
Gross Expenditure	342,020	246,540	206,860	227,270	91,380	561,250	216,260	1,891,580
Income	-99,970	-50,790	-46,500	-62,470	-91,380	-165,270	-100,000	-616,380
Total Net Expenditure	242,050	195,750	160,360	164,800	0	395,980	116,260	1,275,200

SERVICE COSTS – PROPOSED STRUCTURE

Projected Service Cost 06/07	Park Barn	Shawfield	White Hart Court	North Place	EMI	DAR	MOW	Total all Services
Service Costs	£	£	£	£	£	£	£	
Employee Costs	159,570	167,680		163,200	77,620	362,280	134,050	1,064,400
Premises Related	34,430	21,160		17,190				72,780
Transport	440	530		330	30	194,980	30,640	226,950
Supplies and Services	41,260	28,830		22,950	2,000	6,960	50,930	152,930
Support Services	16,250	14,760		13,940	7,240	21,170	22,460	95,820
Special Works	5,000							5,000
Capital	82,810	34,710		31,910				149,430
Total Expenditure	339,760	267,670		249,520	86,890	585,390	238,080	1,767,310
Income	-99,970	-50,790		-62,470	-91,380	-165,270	-100,000	-569,880
Total Net Expenditure	239,790	216,880		187,050	-4,490	420,120	138,080	1,197,430