



| | | | |
|------------------------------|---|------------------------|--|
| Report for: | Corporate Committee on 24 th November 2011 | Item number | |
| Title: | Staff Changes Associated with the Cabinet Decision to Close In-House Home Care and Establish a New Reablement Service | | |
| Report authorised by: | Mun Thong Phung Director of Adult and Housing Services | | |
| Lead Officer: | Lisa Redfern, Deputy Director, Adult and Community Services, tel: 020 8489 2326, email: lisa.redfern@haringey.gov.uk ; | | |
| Ward(s) affected: All | Report for Key Decision | | |

1. Describe the issue under consideration

- 1.1 To provide an Executive Summary, background context and an overview of the consultation and restructuring process associated with the changes approved by the Cabinet Member Signing to close the internal home care service and establish a new reablement service.
- 1.2 To seek agreement of the Corporate Committee to the recommendation set out in section 3 below.

1.3 Executive Summary

The new Reablement Service will deliver circa 936 hours of care per week to circa 450 older adults over the course of a year, 365 days a year.

Reablement offers many benefits to Service Users and will be more flexible due to the fact that time limited service delivery visits will cease. In order to achieve these benefits, Reablement staff will be more evenly deployed across the working day between 07:30am and 10:00pm, seven days a week, 365 days a year. This will make the service more responsive to a person's needs and the needs of their carer, giving them



increased independence, choice and control of how their Reablement Service is delivered, and reducing the potential need for long-term care by maximising their independence period of reablement in that time.

The way the current Home Care service operates, i.e. Monday to Friday, is not able to provide the benefits offered by the Reablement Service. In part this is due to the rigid system of timed service delivery 'slots' that operate and the current staff contract arrangements, where the majority of staff work during the day and not in the evenings/at weekends.

Staff in the current Home Care service are experienced and well trained and it is our intention to recruit all workers who wish to be part of the new reablement team from those in the current pool of home care workers. Managers are working closely with home care workers to ensure that the "new" workforce is recruited from the old one.

2. Cabinet Member Introduction

N/A.

3. Recommendations

- 3.1 Corporate Committee are asked to approve the deletion of all posts based in the Home Care service as detailed in section 5.5.
- 3.2 Corporate Committee are asked to establish the new posts in the Reablement Service as detailed in section 5.8 as a consequence of the decision that was taken by the Cabinet Member Signing on 17th October 2011.

4. Other options considered

N/A.

5. Background information

5.1 Context

We face a challenging budgetary framework in which to operate and a number of Adult Social Care service reductions to consider. In order to ensure that we continue to offer the highest quality of service we can to support some of Haringey's most vulnerable people we need to consider and agree our priorities; our statutory 'must do's' and we need to look at what we currently provide and the way in which we provide our services. We should be satisfied that we deliver high quality services but in the most efficient and value for money way. Adult Social Care has been judged as **Performing Well** over the last three years by the Care Quality Commission (CQC). Nationally we have performed in the top quartile over the two last years in terms of the residential and non-residential care that we commission locally. This means that the services that we commission are rated as good or excellent in terms of their quality. This is very good news for Haringey's vulnerable residents.



We are committed to protecting frontline services as far as possible in the face of the budgetary challenge. Councils face the challenge of an ageing population; people are living longer; which is something to celebrate, but how do we pay for the increased demand and expectations in a fair and affordable way as public spending reduces. Since the austerity programme introduced by the Coalition Government in May 2010 public spending will reduce over the next few years and councils and their partners will be expected to find billions of pounds of extra savings. It is within this context that Adult Services is required to deliver a reduction in expenditure over the next three years.

5.2 The Future Strategic direction and key outcomes for Adult Social Care Services:

We are continuing to enhance and develop our service offer, within a value for money framework, for example, offer people more choice and control over their lives and increased independence through personalised budgets; we have further enhanced our safeguarding services and we have offered some real service improvements such as, improved stroke prevention and care, across social care and health; supporting care arrangements for a new state of the art extra care facility (very sheltered care) which opened earlier this year; enhanced information, advocacy and signposting including a new online service directory: '[HARicare](#)' to give vulnerable people even more information about how, who and what to choose in terms of their care arrangements.

5.3 Consultation Process Leading up to the Cabinet Decision

On 20th December 2010, the Director of Adult, Culture and Community Services (as was) wrote to all staff stating that due to the significant savings that had to be made, proposals were going to Cabinet on 21st December 2010 regarding a number of options to reorganise services, including options to close or cease a range of services. On 21st December 2010, Cabinet gave the approval to commence formal consultation with stakeholder groups.

This report focuses on the process that was applied in connection with the staff consultation process for the deletion of all posts based in the Home Care Service and the establishment of posts in a new Reablement Service.

5.4 Consultation Process

These proposals were consulted upon in two phases.

The first phase covered the proposal to delete the posts based in the internal Home Care Service.

5.5 Current Staffing Establishment of Home Care Service

The list of established posts can be summarised as follows:



| Post Title | Grade | Number of Posts | Full time equivalent | Headcount |
|---------------------------|-------|-----------------|----------------------|-----------|
| Manager | PO2 | 1 | 1 | 1 |
| Team Leaders | SO1 | 3 | 2.5 | 3 |
| Quality Assurance Officer | SO1 | 1 | 1 | 1 |
| Admin Officers | Sc4 | 3 | 2 | 2 |
| Home Carers | Sc4 | 65 | 43 | 65 |

5.6 Consultation First Phase - Closure of the Internal Home Care Service

In essence the proposal to close the internal Home Care service would result in all posts in Home Care being deleted. Staff were alerted that proposals were being drawn up for a new Reablement Service and that once the detailed proposals were worked up we would communicate with them about these new posts and stressed our intention to recruit to these new posts from the existing workforce to minimise unnecessary redundancy whilst fully acknowledging that there would be some redundancies.

The formal staff consultation process on this phase commenced on 31st January 2011 and was due to last until 30 April 2011 however this was extended until May 2011 in order to allow sufficient time for full responses to be received. Several briefing sessions were held with Home Care staff, and a UNISON trade union representative also was present at these sessions.

At the sessions various issues were raised regarding ways in which staff could contribute to the consultation process about the proposals to close the internal Home Care service as well as the timetable and process that would be applied if it was agreed that the internal Home Care service would close. Staff raised questions about the timetable and likelihood of deployment and/or redundancy if approval was given. Council procedures regarding reorganisations were fully explained.

Staff were handed a leaflet at each of the first briefings. This leaflet confirmed the ways in which staff could contribute to the consultation process with contact details for trade union representatives and managers and the dates of Formal Trade Union Consultation meetings so that they could feed into these via their trade union representatives. It also set out ways in which staff could make enquiries about voluntary redundancy and redeployment as well as ways staff could access support that had been put in place for staff.



In addition to the above, six Formal Consultation meetings were held between Senior Managers of the Department and Trade Union Representatives on 25th January 2011, 17th February 2011, 15th March 2011, 6th April 2011, 7th April 2011 and 26th May 2011.

The formal Trade Union Response to various proposals, including the one to close the internal Home Care Service, was submitted on 6th May 2011 and is attached as **Appendix A**. These submissions were taken into account when the decision was taken via Cabinet signing. Neither staff, nor trade union representatives, raised any issues to do with the characteristics of the workforce that is affected by these potential closures. Following on from this, many staff in Home Care did request voluntary redundancy and these requests have been approved.

5.7 Consultation Second Phase - Creation of the New Reablement Service

Proposals were developed regarding the establishment of a new Reablement Service and this was approved by the Cabinet Member Signing on 17th October 2011.

Given the nature of reablement, and in order to realise the full benefits for service users, the service must operate from 7.30am until 10.00pm from Monday to Sunday. This represents a significant change to the working patterns and contractual working arrangements for current Home Care staff who primarily work during the day from Monday to Friday.

The Reablement Worker roles are being ring fenced to existing Home Care staff and the aim is to apply the Council's Flexible Working Policy so that we are in a position to appoint Home Care staff to all the new roles. To achieve this aim we are working with individuals so that we understand the hours and shifts that they can work so that we can apply the Council Flexible Working Policy and achieve our aim of appointing to all the roles with staff from Home Care, whilst at the same time achieve even coverage across the full rota.

Consultation on the above took place with all stakeholders, including staff and their trade union representatives, in advance of the decisions that have been taken by the Cabinet.

A comprehensive consultation report based on all submissions from all stakeholders was part of the reports that went to Cabinet. Cabinet made their final decisions accordingly, with some adjustments in response to the consultation process.

5.8 Staffing Establishment for new Reablement Service

The proposed new structure and the method for appointing staff is as follows:



| Post Title | Grade | Number of Posts | Ringfence |
|------------------------|---------|---|---|
| Manager | PO4 | 1 | Open Ringfence to Team Manager |
| Team Leaders | PO2 | 2 | Open Ringfence to 3 Team Leaders and 1 QA Officer |
| Snr Reablement Workers | Scale 5 | 14.4 posts (each post is 30 hours per week) | Open Ringfence to 43 fte Home Carers |
| Reablement Workers | Scale 4 | 16.8 posts (each post is 30 hours per week) | |
| Admin Officers | Scale 5 | 1 | Closed Ringfence to 2 Admin Officers |

In line with the Council's Restructuring Policy, posts in the new Reablement Service will be ring fenced to staff based in Home Care posts that are being deleted. Staff in the new service will be contracted to work to a new shift pattern. The detail of the proposals for the staff structure and the new shift patterns and working arrangements required for the Reablement Service were issued to Home Care staff and their Trade Union representatives on 1st August 2011 and formal consultation ended on 31st August 2011.

Home Care staff were invited to attend one of five briefing sessions that were set up in order to go through the detail of the proposals for the new service and new working patterns with them as well as remind them of ways in which they could contribute to the consultation process direct or via their trade union representatives.

The Trade Union response was received on 30th August 2011 and it contained a significant number of points which contributed positively to the process, this is attached as **Appendix B**. These points were taken on board and responded to and are attached as **Appendix C**. We are continuing to liaise with Trade Union representative on this aspect of the process to assist with effective change management even though the formal consultation has ended.

We have also emphasised the benefits to staff of the 'supporting changes' package that has been put in place in terms of dealing with change and other forms of staff support. Upon final approval, staff in Home Care will be invited to apply for the new posts in the new Reablement Service.



It is hoped that all of the new posts in Reablement will be filled from existing Home Care staff. We are actively working with staff in line with the Council's Flexible Working Policy so that this happens. Details of the approach that will be taken have been fully outlined in the **Appendix C** response to Trade Unions.

6. Comments of the Chief Financial Officer and Financial Implications

6.1 The remaining overall Council budget gap for 2012-2014 has been previously reported to Members. Each Directorate has, therefore, been asked to put forward budget reduction proposals. The original proposal to close the in house Home Care service and create a new Reablement service gave rise to savings of £1.062m, i.e. gross cost of the home care service £2.805m less £1.743m for the new reablement team. Further development of reablement services has shown that, the flexibility that the service design brings, increased efficiency and effectiveness can be achieved thus increasing the saving by a further £501k. The total saving to be achieved from remodelling this service will be £1.563m.

7. Head of Legal Services and Legal Implications

7.1 The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report and its outcome set out in paragraphs 5.6-5.8.

7.2 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duty before such a final decision, taking into account the content of the equality impact assessment referred to in paragraph 8.

7.3 The detailed arrangements for the selection arrangements for the posts within the new structure must comply with the Council's policies regarding restructuring. The position of employees displaced as a result of the selection processes should be considered under the Council's policies regarding redeployment and redundancy.

8. Equalities and Community Cohesion Comments

8.1 A detailed Equalities Impact Assessment for staff has been carried out in relation to the proposals about home care and the reablement service. The full Equalities Impact Assessment (EqIA) is attached as **Appendix D**.

9. Head of Procurement Comments

N/A.



Haringey Council

10. Policy Implications

10.1 As detailed in report.

11. Use of Appendices

11.2 Appendix A - Formal Trade Union Response to Initial Proposals;

11.3 Appendix B - Formal Trade Union Response to Establishment of the New Reablement Service;

11.4 Appendix C - Management Response to Trade Union; and

11.5 Appendix D - Equality Impact Assessment (EqIA).

12. Local Government (Access to Information) Act 1985

N/A.