



## HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE – 26TH MARCH 2013

**SUBJECT: REVIEW OF DAY CARE SERVICES, OLDER PERSONS**

**REPORT BY: ACTING DIRECTOR OF SOCIAL SERVICES**

---

### **1. PURPOSE OF REPORT**

- 1.1 To inform Members of the review of the management structure of day care services that provide support for older people, younger adults with a physical disability and adults with a diagnosis of dementia. The review includes the proposed management structure to ensure effective and robust management arrangements are in place.

### **2. SUMMARY**

- 2.1 The current aim of day care services is to provide a service that enables people to live independently within their community. The service offers opportunities to help establish and maintain friendships, reduce social isolation, promote and maintain health and well-being and to participate in activities within a social environment.
- 2.2 The review looked at different ways of supporting adults regardless of age and disability. There is a need to re-shape services to meet future demand for service of both service users and their carers and to achieve a more person centred, user led provision. This will support people to live in their own homes longer while adding invaluable support to carers to enable them to continue in their caring role whilst also being able to pursue their own interests.
- 2.3 The future vision for day services is to provide a more person centred approach. In doing so, we need to move from providing services that are only provided within day centre buildings and promote the option of staff supporting people within their own community, via one to one support, group sessions, volunteers etc.

### **3. LINKS TO STRATEGY**

- 3.1 Health Social Care & Well-being Strategy  
3.2 Fulfilled Lives Supportive Communities – 2007  
3.3 Sustainable Social Services for Wales – Framework for Action – 2011  
3.4 Social Services (Wales) Bill  
3.5 Adult Services Improvement Plan

### **4. THE REPORT**

#### **4.1 Current Service Provision**

The Authority currently operates four core day centres –

- Brondeg - Blackwood
- Oaklands - Rhymney
- Twyncarn - Risca
- Caerphilly - Caerphilly

There are also five satellite centres throughout the Borough managed via the core centres. The core centres were originally set up for those service users with higher support needs and the satellite centres, for those with lower support needs.

In addition, both Min Y Mynydd (Rhymney) and Brodawel (Caerphilly) resource centres also provide day care for service users with a diagnosis of dementia (see attached Appendix 1).

- 4.2 The service to date has mainly been 'building based' with limited opportunity available to take service users out of the centre to engage in activities within their local community.
- 4.3 Over the past few years, the service has seen a significant shift towards providing a 'respite' service for unpaid carers, giving them a much needed, regular break. This enables carers to maintain their caring role and preventing carers breakdown, which may result in the need to access other support services or residential accommodation. This has been reflected by the increase in the number of people accessing day services with higher support needs, such as assistance with personal care, significant mobility issues and those with a diagnosis of dementia.
- 4.4 Of the 351 people currently accessing the service, approximately 125 have a diagnosis of dementia, which equates to 36%. Many others have some degree of confusion but no diagnosis. To accommodate this increase in demand, the centres are currently operating specific days to cater solely for the needs of individuals with dementia, there are presently 200 placements for people with dementia. Figures show that service users with dementia are requiring more than one days attendance, with 60% of service users with dementia attending the service more than 2 days a week. Present services are becoming unable to respond to the growing demand for additional days and new requests.
- 4.5 Due to such demand, people with dementia are also attending on the same days as people who do not have this diagnosis. Alternately where there is no local capacity at a centre, people are travelling to attend a centre further away from their own community and there are approximately 20 people who are attending 3 different day centres. Progress has commenced to review this for the individuals concerned.
- 4.6 As previously stated, day services also provide a service for younger adults (under 65 years) who have a physical disability. Two of the centres (Twyncarn and Caerphilly) provide one day each week for 18 younger people with disabilities. Through the review we looked at alternate ways of supporting these younger people that responds to their expressed needs and expectations, enhances their independence and empowers them to become involved within their local communities. A pilot scheme has been set up to provide a Volunteer Befriending Scheme to service users known to the Physical Disability, Sensory Impairment (PDSI) Team, with approximately 15 people taking part. To date extremely positive feedback has been received from both service users and their families with regard to the difference this has made to individuals lives. Further discussions are taking place with a view to developing this service further within the near future.
- 4.7 Friendship groups are also being established between people with similar interests who meet up within the community to pursue their interest and hence establishing friendships and support to each other. As a result of both volunteers/befrienders and friendship groups people are able to develop their own support mechanisms, which reduce their need and dependency on services. This in turn has an effect upon budgets, which can be used more appropriately to support people who need paid carers.
- 4.8 Future Demands & the Need for Change

Demographic trends within the Borough indicate that -

- people will be living longer.
- there will be a significant increase in the numbers requiring social care support
- people will develop dementia at earlier stages of their lives
- people are likely to be more dependent when they begin to receive support

It is predicted that by 2020 within the Borough we will see an increase in the following that will have a significant impact on our services –

<b>Caerphilly CBC</b>	<b>aged 65+</b>	<b>dementia /early onset dementia</b>	<b>aged 65+ limiting life long illness</b>	<b>receiving community based services</b>	<b>unpaid carers</b>
<b>2010</b>	29,040	1,978	16,249	6,303	25,108
<b>2020</b>	36,470	2,548	20,415	7,540	26,044
<b>increase %</b>	137%.	28.8%	25%	19.6%	3.7%

These numbers demonstrate the need to re-shape and modernise our current day service provisions as current services models will not cope with potential demand or identified needs in terms of capacity or cost.

#### 4.9 The Vision for Future Service Delivery

Due to demographic changes, we need to be responsive to the increased number of service users with dementia and in so doing look to provide flexible day services that can meet the needs of both the service users and their carers. Feedback from staff tell us that a full day at a centre is often too long for a service user with dementia and shorter sessions would best meet their needs. Options will therefore be considered for providing shorter sessional support and make links with current respite provisions to develop flexible services that also address the needs of carers to have a regular break from their caring role.

4.10 We need to increase the number of placements available to meet the increased demand for those people with dementia that require support several days a week.

4.11 We are beginning to work more effectively with other services that can compliment day services and help provide an holistic approach, such as Volunteer Befriending, Adult Placement, sessional support, respite/sitting service, third sector provisions etc.

4.12 We are mindful of the current restrictions placed upon the service due to the availability of transport. It is essential that we work proactively with Transport Services to promote a more flexible approach towards the provision of transport. It is also important that A&CM Teams empower and encourage service users and their carers to make their own travel arrangements where possible.

#### 4.13 Staffing

Existing staffing structures and roles have been reviewed. Presently these are not consistent across the service area. This gives opportunity to develop a community based service for individuals. Individual outreach support has been introduced as part of the review with positive outcomes for service users. Staff teams have all responded positively about working in a different way to meet the needs of both present and future service users.

4.14 It is proposed that a team of community based staff will work with people on a one to one basis within the community as identified through their assessment and care plan. Staff within the centres will also be required to work flexibly both within the centres and the community to meet the needs of service users.

- 4.15 The management structure has been reviewed and Job descriptions/Person specifications have also been reviewed, which has been informed by the current successful staffing re-structure in place within Learning Disability Day Opportunity Services. This will bring consistency across the services. All Job descriptions have been graded by the Job Evaluation process.

The proposed management structure is included as Appendix 1

- 4.16 This proposed structure will result in the re-shaping of the current management structure, which includes the deletion of the 4 present manager posts and the 2 Deputy Manager posts (only 2 centres have deputy managers). 6 new posts will be created as detailed in Appendix 1. The posts will be 'ring fenced' through expressions of interest to the present managers.
- 4.17 The cost of the proposed staffing structure will be met within the existing day services staffing budget provisions.

## **5. EQUALITIES IMPLICATIONS**

- 5.1 The Equalities impact assessment screening has been completed in accordance with the Council's Equalities Consultation and Monitoring Guidance. No potential for unlawful discrimination and/or low level or minor negative impact have been identified and a full equalities impact assessment has not, therefore been carried out. However there are implications for staff members and these are addressed in the Personnel section of this report.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The review of current day services provision and any options for re-shaping of future provisions will be met within the existing day services budget allocations.
- 6.2 The proposed revised management structure will be met within the current budget provision of £212,172, with a slight saving of £2,702 being realised in year three (see attached Appendix 3).
- 6.3 Protection of salaries for 18 months will result in a slight additional cost of £4,963 in year one, which will be funded by the current vacant hours within day services.

## **7. PERSONNEL IMPLICATIONS**

- 7.1 As stated, the current management of the service has been reviewed to ensure that it fits with the proposed development of the service. This will have implications for the 4 present day centre managers and 2 deputies. These 6 posts will be deleted and 6 new posts established. The 6 managers will be asked to express an interest in the post they would like to be considered for.
- 7.2 Day services staff will be required to work more flexibly both within the centres and in the community. The job description for the day service staff will be reviewed also.
- 7.3 Consultation has commenced and is ongoing with managers, staff, HR and Trade Unions.

## **8. CONSULTATIONS**

- 8.1 All feedback from consultations is contained in the report.

## **9. RECOMMENDATIONS**

- 9.1 Members are asked to endorse the changes to the management structure within Day Services, prior to a report going to Cabinet for formal agreement in April 2013.

## **10. REASONS FOR THE RECOMMENDATIONS**

- 10.1 To re-shape day service provisions to meet future demand and the needs of service users and carers enabling them to continue to live at home and to enable carers to continue caring for as long as they are able.
- 10.2 To improve the quality of life for older people by enabling them to participate as active citizens in their community.

## **11. STATUTORY POWER**

- 11.1 Local Government Act 2000  
National Assistance Act 1948  
National Health Service And Community Care Act 1990

Author: Trudy Conway, Planning Manager, Adult Services

Consultees: Adult services Divisional Management Team  
Councillor Robin Woodyatt, Cabinet Member  
Team Manager, Older Persons Services  
Team Manager, Older Persons Mental Health  
Team Manager, Physical Disability & Sensory Impairment  
Team Manager, Community Support Services (Learning Disability)  
Senior Assistant Accountant, Financial Services  
Performance Improvement Manager  
Personnel Officer  
Senior Policy Officer (Equalities & Welsh Language)  
Unison representatives

Appendices:

Appendix 1 Day Services Proposed Management Restructure Staffing Costs

**DAY SERVICES  
PROPOSED MANAGEMENT RE-STRUCTURE  
STAFFING COSTS**

**CURRENT BUDGET**

	Grade	SCP Range	Budgeted SCP	FTE's	Current Budget		
					YEAR 1	YEAR 2	YEAR 3
Community Services Manager	9	33-37	37	4	151,612	151,612	151,612
Deputy Manager	7	25-29	29	2	60,560	60,560	60,560
					<u>212,172</u>	<u>212,172</u>	<u>212,172</u>

**PROPOSED STRUCTURE**

	Grade	SCP Range	Budgeted SCP Year 1	FTE's	Proposed Costs		
					YEAR 1	YEAR 2	YEAR 3
Community Services Manager	10	37-41	38	1	40,842	42,187	43,295
Day Opportunities Coordinator	8	29-33	30	5	156,468	161,407	166,175
Protection for 3 grade 9's					19,825	8,430	
					<u>217,135</u>	<u>212,024</u>	<u>209,470</u>
Cost / (Saving)					<u><b>4,963</b></u>	<u><b>(148)</b></u>	<u><b>(2,702)</b></u>