

Report to: **Scrutiny Committee for Social Services and Health**

Date: **27 March 2002**

By: **Director of Social Services**

Title of report: **Final Report on the Action Plan: Implementation of the Council's Best Value Review of Home Care Services**

Purpose of report: **To advise the Committee of the progress made**

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## **RECOMMENDATIONS**

**The Committee is recommended to:**

- 1. note the progress made.**
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### **1. Financial Appraisal**

1.1 Implementation of Best Value activity has achieved savings of £321,285 and a further £478,715 will be delivered in savings within the next financial year. This will fully achieve savings targets.

### **2. Supporting Information**

2.1 Following earlier consideration by Cabinet, the brief for Directly Provided Home Care Service was to reduce by 25% (equivalent to 2000 weekly hours) by March 2003 and deliver commensurate savings.

2.2 The Process of reduction began in October 2001 where 500 hours were 'identified' for review. The financial position arising from the transfer and staff changes at 27 March 2002 equates to £321,285

2.3 A total of £48,786 was transferred to the independent sector home care budget, to meet re-provisioning costs.

2.4 Home care has a crucial role in enabling service users to stay in their own homes. The service is also instrumental in reducing the usage of acute beds and in avoiding unnecessary admissions to hospital.

### **3. Effectiveness of Review**

3.1 Service reviews against the Department's eligibility criteria, have resulted in a number of hours being reduced before work is transferred from the Directly Provided Service to the independent sector. For example, of 500 weekly hours provided from Firwood House in Eastbourne, 218 hours were closed. The Directly Provided Service continued to provide 72 weekly hours and 86.25 hours (17.25% of original activity) were transferred to the independent sector. Review activity has ensured that weekly service hours transferring to the independent sector are both sustainable and consistent with the Council's core service priorities. In achieving the savings, we have been able to purchase more care, which is creating opportunities for business growth.

#### **4. The Future Focus of Directly Provided Home Care Service**

The service is currently focusing on:-

- **Short-term Rehabilitation, Joint Working and intermediate care;**
- **Assistance with Palliative Care;**
- **Training and Development – NVQ;**
  - Work is under way to achieve the national targets for NVQ (Min level 2 for all carers by 2005: level 4 for managers);
  - Work is also underway through the achievement of external training funds, to deliver training to support independent sector providers achieve National Induction Standards.
- **Improvements to the Out of Hours Service.**

#### **5. Contractual and Purchasing arrangements**

5.1 The number of hours available for transfer within Lewes, following review activity, has not provided sufficient service volume to introduce new contractual and commissioning arrangements. The Department is seeking to look for further opportunities and it is anticipated that the Department's new contracts and purchasing Unit will help through capacity to improve analysis of all current and newly commissioned service activity within both the Directly Provided Service and the independent sector and through improved planning opportunities with service providers.

##### **5.2 Horam Pilot**

- A Delegated budget for the block contractual arrangement is now in place and being locally managed;
- The pilot has informed contract monitoring and review activity and indicated areas for on-going improvement;
- The scheme has provided flexibility and responsiveness to emergency situations and increases in care, where needed, both internally and for the independent provider;
- The scheme has been 'cost neutral'.

#### **6. Next Steps:**

- To conclude reviewing in Seaford, Downlands and Peacehaven (286 hours)
- St Leonards, Bexhill and Hastings – work is now beginning in St Leonards where substantial service volumes (approximately 2,000 hours weekly) will deliver the necessary capacity to establish new 'block' contractual arrangements.
- Rye and Rural Rother activity – this will not be reviewed until September 2002 (at the earliest), current activity is approximately 741 service hours. This will need priority to introduce block contracts.
- Block contractual arrangements, similar to those of the Horam pilot, are being developed for St David's Court.

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