

Summary Sheet

Council Report - Cabinet Meeting

Title - Recommendation on the proposed future model for the Rotherham Borough Council Enabling Service

Is this a Key Decision and has it been included on the Forward Plan?

Yes

Director Approving Submission of the Report

Prof Graeme Betts, Interim Director of Adult Care and Housing

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Ward(s) Affected

All with specific interest for Sitwell Ward and Swinton Ward

Executive Summary

The purpose of this report is to recommend a new model for the enabling service following a period of consultation with staff and customers. This model is based on evidence gained from other areas, the need to improve efficiency, ensure effective use of resources and make recurrent savings of £1million from the enabling budget.

The recommended model is described in the report. It retains an “in-house” enabling service but proposes a significant reshaping of the service to improve the efficiency, effectiveness and reach of the service. If agreed the enabling service will provide an enhanced service which increases the amount of enabling available whilst releasing savings but will no longer provide any long term support into Extra Care Housing. There will be revised job profiles and more flexible rota patterns to reduce periods of unproductive time hence delivering more customer facing hours whilst releasing savings.

It is recommended that Commissioners and members agree to the implementation of the recommended model for the enabling service noting the following key features:

- The impact for customers generally is that there will be a slight increase in the number of enabling hours available and a more outcome focused service.
- The model retains an “in-house” enabling service with additional capacity being sourced from the local market on an as required basis.
- The impact for staff will be a reduction in an estimated eighty one jobs by 1st September 2016 through the implementation of this model. This will be mitigated as far as possible through opportunities for voluntary severance and redeployment
- The model will deliver £1 million of recurrent savings. These will be achieved through a reduction in the size and an increase in the efficiency of the enabling service.
- The model removes the twenty four hour on-site support provided to the Extra Care Schemes at Oaktrees and Potteries, primarily accessed by thirteen customers and replaces this support with individual support packages for tenants. Individualised consultation and engagement will take place on this element with affected tenants.
- The model will deliver £1million of recurrent savings. These will be achieved through a reduction in the size and an increase in the efficiency of the enabling service.

The efficiencies in the model will be delivered through a reduction in “available time” which is the time that a member of staff is employed to work but not directly employed with a customer. The new model reduces this “available time” through a renegotiation of job profiles and terms and conditions for front line staff including the requirement to drive for work purposes, more flexible rota’s and the introduction of time banding calls.

List of Appendices Included

Appendix 1 – Consultation outcomes enabling staff

Appendix 2 – Feedback from tenants at Oaktrees and Potteries

Background Papers

Developing a Model for the Enabling Service for Older People and Adults with Disabilities in Rotherham – Key decision 8th December 2015

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Developing a Model for the Enabling Service for Older People and Adults with Disabilities in Rotherham was discussed at members working party (October 2015), Labour Group (November 2015), Health Select Committee (December 2015). This paper follows on from this earlier work.

Council Approval Required

No.

Exempt from the Press and Public

No

Title

Recommendation on the proposed future model for the Rotherham Borough Council Enabling Service

1. Recommendations

It is recommended that Commissioners and members agree to the implementation of the recommended model for the enabling service noting the following key features:

- The impact for customers generally is that there will be a slight increase in the number of enabling hours available and a more outcome focused service.
- The model retains an “in-house” enabling service with additional capacity being sourced from the local market on an as required basis.
- The impact for staff will be a reduction in an estimated eighty one jobs by 1st September 2016 through the implementation of this model. This will be mitigated as far as possible through opportunities for voluntary severance and redeployment.
- The model removes the twenty four hour on-site support provided to the Extra Care Schemes at Oaktrees and Potteries, primarily accessed by thirteen customers, and replaces this support with individual support packages for tenants. Individualised consultation and engagement will take place on this element with affected tenants.
- The model will deliver £1million of recurrent savings. These will be achieved through a reduction in the size and an increase in the efficiency of the enabling service.

The efficiencies in the model will be delivered through a reduction in “available time” which is the time that a member of staff is employed to work but not directly employed with a customer. The new model reduces this “available time” through a renegotiation of job profiles and terms and conditions for front line staff including the requirement to drive for work purposes, more flexible rota’s and the introduction of time banding calls.

2. Background

- 2.1. In December 2015 a “Key Decision” was taken to ‘*Negotiate changes to terms and conditions of existing staff to ensure that there is sufficient flexibility and responsiveness in the service and commission capacity from the independent sector to ensure that there is a consistent service across Rotherham*’. This decision was taken in the context of a review of the enabling service that had highlighted a need to modernise the service alongside a requirement to make savings.
- 2.2. The enabling service provides intensive support for a short period (usually up to six weeks) to residents who may have lost their ability to live independently or are at risk of doing so e.g. following an admission to hospital. The service is provided in residents’ own home free of charge. The aims of the service are to reduce the level of support a customer needs and to this end the enabling service is highly effective with 63% of customers exiting the service with no on-going package of care.
- 2.3. Enablement is at the heart of adult social services as it helps to prolong residents’ ability to live independently in the community and its key role is recognised in the Care Act 2014. In Rotherham it is a service that is highly regarded by those residents who

receive it however there is a recurring theme of dissatisfaction with the number of different staff that are involved during the enabling period¹.

- 2.4. Ongoing evaluation of the enabling service has indicated that while the model is successful, there is a need to ensure that it is focused on the more complex cases as this is where the greatest gains are to be achieved by specialist input. Less complex needs can be met in a variety of other ways depending on what they are. Further, the service needs to be consistently capable of taking referrals, especially from hospitals and needs to be competent working with adults with learning disabilities and people with complex needs.

Issues with the current model

- 2.5. The Rotherham enabling service, as is the case in many other areas, rose out of a reconfigured homecare service. Some of the legacy issues of this service have led to significant inefficiencies within the model. The most significant is the lack of flexibility and mobility of the workforce. Whilst enabling is a Borough wide service 72% of the staff employed do not currently drive for work purposes. Attempts to work around this issue over the years have resulted in reducing the flexibility of the workforce further with arrangements in place regarding walking and public transport that restrict the amount of time staff can travel between calls.
- 2.6. A further issue is an inflexible rota pattern, with a requirement to provide staff with seven weeks' notice of proposed changes and a number of historic bespoke staff working arrangements in place. As enabling is a fluid service this is currently not responsive enough to meet customer needs.
- 2.7. The consequence of these issues is that there are significant periods of time when staff are scheduled to work but are not allocated customers to support resulting in "available time". A modelling exercise in 2015 estimated the cost of this at £650K per annum, however in reality this is likely to be significantly higher.
- 2.8. Despite the high levels of "available time" the service is unable to meet all the referrals it receives and turns down approximately thirty customers a month based on capacity. An amendment to the homecare framework has been implemented to address this capacity gap and since December 2015 enabling has been brokering requests that cannot be met due to service capacity with existing providers in the independent sector.

Extra Care Support

- 2.9. The enabling service also provides 24 hour on-site support to two of the three Extra Care Housing Schemes in Rotherham, Oaktrees and Potteries. This is non statutory support and is in addition to the Extra Care Housing support which is funded through supporting people. This support is provided through the enabling service due to the need to be registered with the Care Quality Commission (CQC).
- 2.10. The enabling resources provided at Oaktrees and Potteries are substantial and equate to approximately 600 hours a week, based on salary costs only this costs an estimated £452K per annum. This figure does not take into account enhancement and on-costs and in reality is likely to be significantly higher. Despite the cost of this support only twelve customers receive regularly scheduled support (2 at Oaktrees and 10 at Potteries). The remaining residents access this support on an ad-hoc basis or not at all which means that a high proportion of time is not allocated to customers.

¹ based on customer feedback and evaluation forms collected as part the quality assurance process

2.11. This is illustrated in the table below:

Extra Care Scheme	Number of Hours delivered each week	Number of these hours that form part of scheduled package of care	Number of hours that are available on an as needed basis	% of time not allocated to scheduled care	Estimated cost per annum
Oaktrees	276.5	65	211.5	76%	212,950
Potteries	322	107.75	214.25	67%	239,417
Totals	598.5				£452,367

2.12. Early consultation on these services was undertaken with tenants between July and September 2015 and whilst there are residents who highly value this service there are also residents who make little or no use of this and who felt that Rothercare could provide a viable alternative. This feedback is discussed further in the consultation section of this report.

2.13. If members agree to the proposal formal consultation will take place with tenants prior to this service being removed. For customers who do rely on the service as part of a regular package of support individual consultation and detailed assessment of needs will take place. All customers will be supported to plan proactively based on individual circumstances however opportunities will be made available for customers to plan jointly with fellow tenants if this is something they would like to explore.

3. Key Issues (the new model)

3.1. The fundamental aim of the new model is to provide a cost effective, modernised, responsive and efficient enabling service which maximises individuals' independence. The service needs to personalise the support provided and respond to more complex cases to facilitate more people remaining independent at home. The service already offers some of the out of hours Social Work cover but now needs to fully adopt this so that it becomes integral to the team. The service also has to consider how it will achieve the identified budget savings of £1million recurrently.

3.2. Various models of enablement services have been reviewed. These included Local Authorities at Luton, Beverley and comparator area, Doncaster. The key similarities and differences between the services were identified. None of the models looked at could be directly mirrored by Rotherham, but all had key elements of success that could be adapted and merged with Rotherham's current service to vastly improve efficiency and value for money of the enablement service. These findings were used to help to identify barriers and develop a potential model for the future of the service. The recommended model has taken into account the feedback received during the consultation period.

What the new service looks like

3.3. The purpose of enablement is to provide short term support to customers to regain skills that have reduced due to age, illness or disability. The purpose is not to provide long term support for customers there are other services that are able to provide this on-going support efficiently and effectively.

- 3.4. The recommended model focuses the enabling service and addresses the key challenges of “available time” and reducing the number of staff who attend each customer. Response times for customers will be improved by streamlining the service along three pathways. One for hospital discharge, one for customers already in their own home and one for “out of hours” responses. Alternative options will be looked at on an individual basis for customers receiving onsite support at Oaktrees and Potteries.
- 3.5. To deliver this model job roles have been redefined with some functions being separated and streamlined. New job profiles have been developed for all roles. As well as introducing a requirement for front line staff to drive, these roles have increased autonomy and responsibility and in recognition of this the grade has been reviewed.
- 3.6. Due to the fluidity of the enabling service, i.e. that customers are only in receipt of the service for a short period of time and the level of support decreases during this time some elements of “available time” are inevitable. Additionally non-contact time is required for travel, training, sickness, annual leave etc. Evidence from other areas suggests that 30% non-contact time is ample to manage these elements and this has been factored into the new model.
- 3.7. The recommended model employs fifty front line staff at 25 hours each per week. There is a simplified rota which allows services to be planned around the customer. The model moves away from set call times and introduces some flexibility within this which allows services to become more personalised and fewer changes in staff supporting the customer.
- 3.8. There is a rationalisation of the current management structure with a split between the staff management role and the assessment and customer focused elements of the role and an increase in the social work capacity to manage the out of hours element.
- 3.9. This model is expected to deliver approximately 800 hours a week of enabling. Despite the reduction in the size of the service the new model offers a slight increase in capacity compared to the current 609 hours a week currently delivered. The new model will release £1million worth of savings recurrently.

4. Options considered and recommended proposal

- 4.1. In line with the Key Decision December 2015, the remit of this consultation was to negotiate a revised model for the enabling service, with a parallel process of engaging with the market to secure alternative capacity for service if this could not be achieved.
- 4.2. A temporary arrangement with the existing homecare providers has allowed a test of the mixed model and led to a reduction in customers being refused enabling services. Due the increase in capacity generated in the new model there will be sufficient capacity in place for existing level of referrals to be met in full, however retaining this mixed model will allow greater flexibility to increase the reach of services and focus in house enabling on the most complex customers.
- 4.3. The recommended model is only deliverable if the enabling service ceases the provision of on-site support at Oaktrees and Potteries. There is an option for this service to be provided in other ways and this needs to be looked at as part of the development of Extra Care housing. Evidence from tenants consultation is that some tenants highly value this service however it is non statutory, costly and support can be provided in alternative ways, for example through individual arrangements and better use of the Extra Care and Rothercare offers.

- 4.4. There is an option not to implement the new model and continue with the current service. This would not deliver the £1 million savings identified. More importantly it will continue to be an inefficient service that offers poor value for money and does not offer the service that the citizens of Rotherham deserve.
- 4.5. There is an option to implement the new model without any enforced reduction in jobs. The implications of this are that the £1 million savings will not be delivered. Additionally the service will have more capacity than is currently required and will require diverting to other priority areas to ensure that this capacity is utilised appropriately.
- 4.6. There is an option not to implement the new model but rather to secure alternative provision from the market. Outsourcing the service in full remains an option and may generate further efficiencies however the legal advice sought as part of the original proposal is that TUPE would not apply this would potentially increase the number of job losses.

5. Consultation

- 5.1 Consultation must be undertaken so that the Council complies with its duty to act fairly. There are four main principles to be followed to ensure that consultation is lawful. The consultation must:
- (be undertaken at a time when the proposals are still at a formative stage;
 - include sufficient reasons for particular proposals to allow those consulted to give informed consideration and an intelligent response;
 - give adequate time for consultees to formulate a viewpoint; and
 - be conscientiously taken into account when the ultimate decision is made.
- 5.2 A formal staff consultation has been undertaken on this proposal. This consultation commenced on the 14th January 2016 and ran until the 6th March 2016. The consultation process has included several formal themed meetings (general, role specific, non-driver). All enablers were issued with an anonymised questionnaire, provided with regular written information, given opportunities to feedback to managers through email, letter and a series of group meetings. One to one meetings were also available by request. In addition to commenting on the proposals staff were given opportunities to contribute additional ideas through the consultation process.
- 5.3 131 questionnaires were issued and 97 of these were returned a summary of the consultation outcomes can be seen at appendix one. The feedback from this consultation have helped to shape the final model.
- 5.4 Consultation with tenants at Oaktrees and Potteries about the on-site support took place during 2015. This was in the context of significant staffing issues that had been affecting the deliverability of this service however the remit of the consultation was to *"talk to all of our customers about the current provision and future options"*. Tenants were informed of the consultation by letter in July 2015 and offered an individual consultation with the extra care housing project manager. Additionally, a public consultation took place at Potteries Court at the request of the tenants. This was attended by the Ward Councillor and supported by officers from the Council.
- 5.5 Individual consultation was structured around a set of questions designed to explore how tenants felt about the removal of fixed onsite support. Tenants were given opportunities to make comments. In total 28 out of 38 tenants (73%) at Oaktrees took

part in the consultation discussion and 35 out of 43 tenants at Potteries (83%) took part in the consultation discussion.

- 5.6 The feedback from tenants was mixed; some tenants felt the onsite support was vital others rarely used this. In response to the specific question ***If staffing levels continued to disrupt the onsite response service, would you feel confident if Rothercare picked up your emergency calls on a long term basis?*** there was a strong positive response from the tenants at Oaktrees and a fairly even response from the customers at Potteries. This can be seen in the figure below.

	% YES Respondents	% NO Respondents
Oaktrees	88.89%	11.11%
Potteries	58%	42%

- 5.7 For some tenants there was a strong feedback that the on-site support was part of the offer and should not be removed. However, individual comments about the on-site support made reference to this service being under-utilised.
- 5.8 A full summary of the consultation outcomes can be seen at appendix two.
- 5.9 This consultation took place in advance of the development of the new enabling model so was at the formative stage and the feedback was used to shape the plan. However, given that at the time there was not a decision in place regarding support further individual consultation with tenants will take place as part of the implementation of this decision.
- 5.10 Discussions with elected members around the future of the enabling service indicated a strong member preference for the enabling service to remain “in-house” and provided directly by the Council however there was a recognition that the service needed to modernise and could not continue to operate in its existing form. These discussions have been ongoing during last year culminating in discussion at the Health Select Commission in December 2015

6 Timetable and Accountability for Implementing this Decision

- 6.1 The timetable for implementing this decision can be seen in the table below

Date	Key deliverables
June 2016	<ul style="list-style-type: none"> At risk notifications issued to all affected staff and opportunity for voluntary severance offered recruitment process to new structure commences Individual work and reassessments with impacted customers at Oaktrees and Potteries take place discussion with Care Quality Commission regarding changes to the enabling service
July 2016	<ul style="list-style-type: none"> 1st July 12 weeks' notice issued to all staff Start to incrementally reduce enabling service support to Oaktrees and Potteries staff taking voluntary severance released
August 2016	<ul style="list-style-type: none"> New contracts issued to successful staff Start to implement new ways of working
September 2016	<ul style="list-style-type: none"> New enabling service in place revised statement of purpose to CQC

7 Financial and Procurement Implications.

- 7.1 Currently there are 131 front line enabling staff on a variety of contracted hours. This equates to 2720 contracted hours per week however due to the inefficiencies in the system and the need to provide almost 600 hours a week at Oaktrees and Potteries the service only delivers 609 hours per week of enabling.
- 7.2 The new model requires 50 front line staff each working 25 hours a week. This equates to 1250 contracted hours per week and assuming the service no longer supports Oaktrees and Potteries and allowing 30% non-contact time this would deliver 875 hours of enabling per week.
- 7.3 This can be seen in the table below:

Model	Contracted hours	Delivered enabling hours	Number of front line staff
Existing enabling	2720	609	131
Proposed	1250	875	50
Difference	1470	+266	-81

- 7.4 Based on a reduced number of hours there would be a saving of £1.140m. However this does not take into account changes to non-pay elements and the cost of having to meet the needs of the customers of Oaktrees and Potteries in alternative ways. A summary of this saving can be seen in table below:

Current structure 131 Enablers at Band D	£2.135m
Proposed structure 50 Enablers at Band E	<u>£0.995m</u>
Savings	<u>£1.140m</u>

- 7.5 The proposal splits the current management function between the customer assessment service and staff management service. The number of managers in the service is reduced proportionately as is the grade of these managers from H to G.
- 7.6 Although the staff management requirements will reduce under the new model the assessment elements of the service will increase as the service deals with more complex cases and delivers more hours. The service already operates with an out of hours social work element. Funding for seven day social work is identified through the Better Care Fund. Under the recommended model the savings on the staff management is utilised to enhance the assessment capacity and support the out of hours service. It is also expected that the identified Better Care Fund contribution will be drawn down from 2016/17.
- 7.7 Non recurrent costs of redundancies are estimated at approximately £440K and these costs will be met corporately.
- 7.8 Assuming a timely implementation period the intention is that the £500k revenue budget saving target identified for the end of quarter two of 2016/17 will be met in full with £1million recurrent saving from 2017/18. In addition it is anticipated an additional £140k saving may be achieved depending on any additional cost of meeting customer needs at Oaktrees and Potteries.

8 Legal Implications

- 8.1 Provision of free reablement is a statutory requirement of the Care Act 2014.
- 8.2 The service provision at Oaktrees and Potteries is non statutory and is not specified as a requirement within the tenancy agreements for these schemes. Individual assessment of needs will take place with customers in advance of removing this support to ensure that eligible social care needs are met adequately and that there are a range of appropriate alternative choices for customers.
- 8.3 The recommended model significantly reduces the number of posts in the enabling service. The affected staff will have redeployment rights. However given the number of staff impacted it is unlikely that compulsory redundancies can be completely avoided however opportunities for voluntary severance will be advertised. The HR approach will be discussed with legal prior to implementation.

9 Human Resources Implications

- 9.1 This consultation impacts on 131 front line enabling staff, 6 care coordinators, 9 enabling officers and two managers all of whom have been consulted on the proposal.
- 9.2 The proposal:
- Changes the enabling manager from a registered manager to a wider team manager re-grading this post from band K to a Band L to give parity with other team managers (in line with the corporate decision to re-grade social workers).
 - Deletes the care coordination manager / deputy post at Band I and replaces this with a registered manager post at Band J in line with other registered managers within Adult Social Care
 - Deletes the current temporary principle social worker role and replaces this with an out of hour's coordinator at the same grade (Band K).
 - Splits the current enabling officer function into case managers who undertake the customer interface and assessment work and staff managers who line manage the enabling workers.
 - Reduces the grade of the staff managers from Band H to a Band G in line with the reduced level of responsibility and to create parity with other first line managers across adult social care.
 - Maintains the grade of the case managers at Band H grade recognising their revised status as assessment and care management staff and the responsibilities associated with undertaking out of hours functions alongside qualified social workers.
 - Increases the number of qualified social workers within the team from four to six to ensure the out of hours function can be managed safely and without the regular support of wider assessment and care management teams.
 - The care coordination posts (rota planning) remain at Band E and are split between the assessment and provider elements of the service.

- Increases the grades of the frontline staff from Band D to Band E in recognition of the increase in autonomy of these roles
- 9.3 All of the new job profiles have been developed and been assessed through the corporate grading panel. The new model is based on all front line staff having contracts of 25 hours per week. Staff who are successful in securing new roles in the structure will need to demonstrate the competencies required for the new job roles and be willing and able to work to the new rotas patterns.
- 9.4 Staff will be expected to drive for work purposes, staff who meet the other competencies but who are unable to drive will be offered support to learn to drive. The service does have a contract in place for 25 fleet vehicles and the options for ensuring the staff are able to travel around the Borough will continue to be developed through the implementation period.
- 9.5 The model significantly reduces the size of the workforce and will result in re-deployment or redundancy for approximately eighty one staff. In the first instance voluntary severance will be offered to staff as will redeployment opportunities within other parts of the service and across the Council. Unfortunately given the size of this change and the numbers involved it is unlikely that the new model can be implemented without compulsory redundancies.

10 Implications for Children and Young People and Vulnerable Adults

- 10.1 The recommended model increases the flexibility and reach of the enabling service, strengthens the seven day social care offer for assessment and care management and delivers significant financial efficiencies reducing the pressure to find these in other ways. This has a positive impact on vulnerable adults.
- 10.2 There is a direct impact on the customers at Oaktrees and Potteries who are older people. This has been identified through the consultation process and will be managed on an individual basis. This impact can be met in alternative ways through alternative services, assistive technology, increased Rothercare support or direct payments.

11 Equalities and Human Rights Implications

- 11.1 An equalities assessment is in place for the adult social care development programme an additional equalities assessment has been completed and submitted. This assessment did not show any significantly disproportional impacts as a result of this proposal.
- 11.2 The new model increases the availability of the enabling service to with a more diverse range of needs including people with learning disabilities, mental health issues and elderly people with more complex needs.

12 Implications for Partners and Other Directorates

- 12.1 This proposal will result in a significant number of staff being placed at risk. This has implications across the whole Council.

13 Risks and Mitigation

- 13.1 There is a risk that implementation will be delayed and that this will impact on the ability to realise savings and improve the service. This is mitigated through the staggered timings of the savings and is therefore considered minimal assuming that the key decision is made based on the recommended option.

- 13.2 There is a risk that due to the standardisation of contracted hours, revised rota patterns and the requirement to drive there will be insufficient staff within the service to take up the new roles. Given the magnitude of the reduction in service size this risk is considered minimal however the mitigation in this instance would be to secure additional capacity through the independent sector.
- 13.3 There is a risk that there will be an increase in the number of complaints and queries raised by members of the public, the media and particularly by tenants and relatives living at Oaktrees and Potteries. This will be managed through a robust communication and engagement plan.
- 13.4 There is the risk that the move from timed calls to a more flexible time banding approach will be less consistent for customers. This will be mitigated through discussion and individual planning with customers at the start of the service with a commitment to fixed times if this is considered essential. This risk needs to be balanced against the ability to provide a more consistent enabling service rather than lots of different staff providing the support. Other areas that operate a banding system receive positive feedback on their services and the impact of call bandings on customers will be reviewed through a quality assurance process. Overall this risk is considered minimal but will be kept under review.

14. Accountable Officer(s)

Prof Graeme Betts, Interim Director of Adult Care and Housing

Approvals Obtained from:

Finance Manager: Pete Hudson

Solicitor: Ian Masheder

HR: Simon Cooper

This report is published on the Council's website or can be found at:-

<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categories=>

Appendix one

Summary of Enablers Consultation

Questionnaire Feedback

Methodology

Questionnaires were distributed to Enablers who attended consultation events. Enablers on long term sick, maternity or annual leave were sent a copy of the presentation and questionnaire in the post.

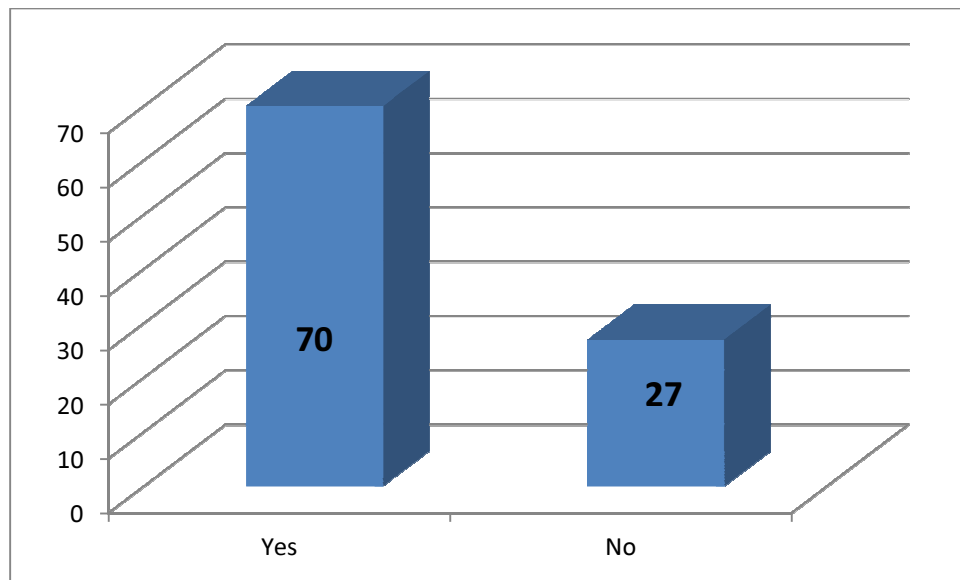
Response Rate

97 out of a possible 131 Enablers responded to the questionnaire (including some responses from people on maternity leave and sick leave) This equates to a 74% response rate.

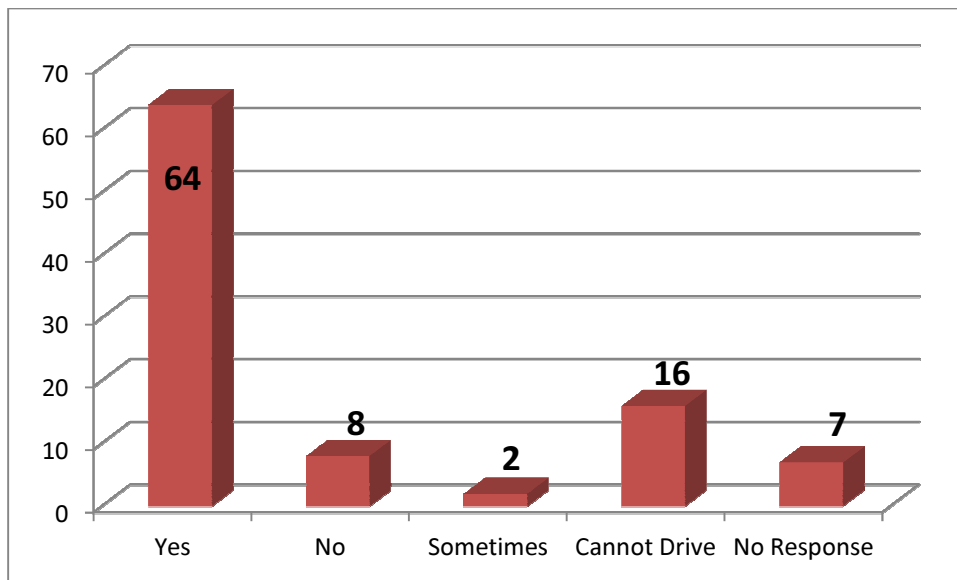
Results and anomalies

Responses to each of the questions can be found below.

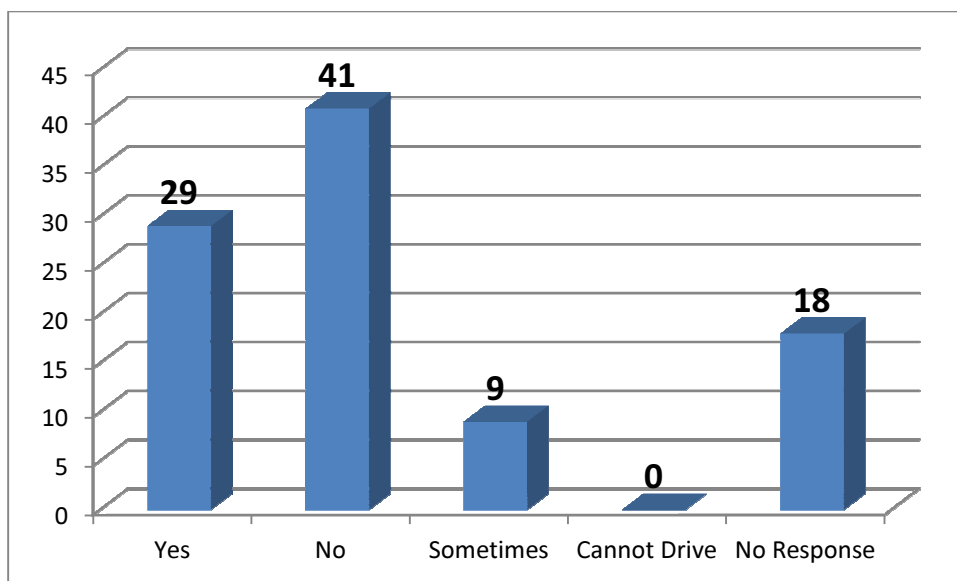
Question 1: Do you hold a current driving licence?



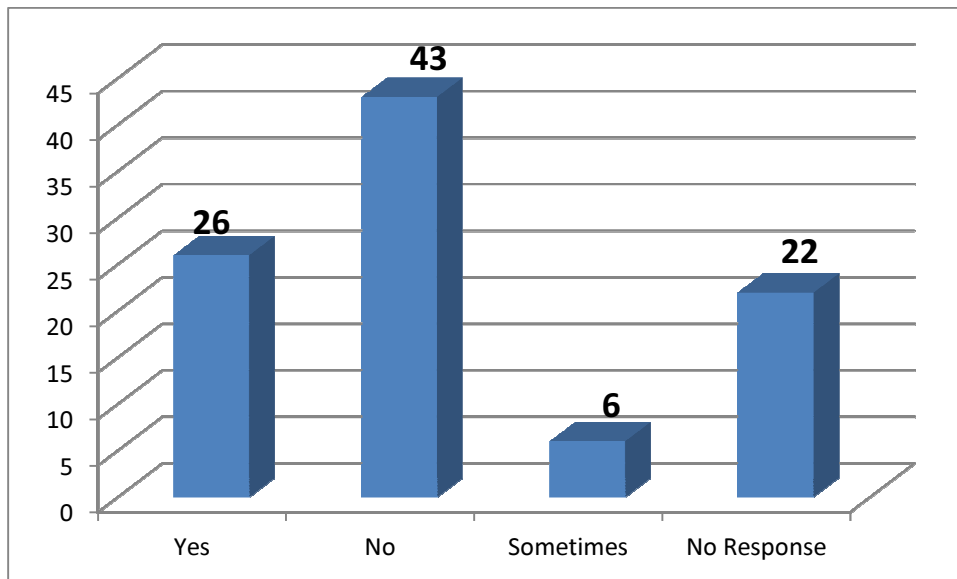
Question 2: If yes, would you be willing to drive as part of your role within the Enabling Service?



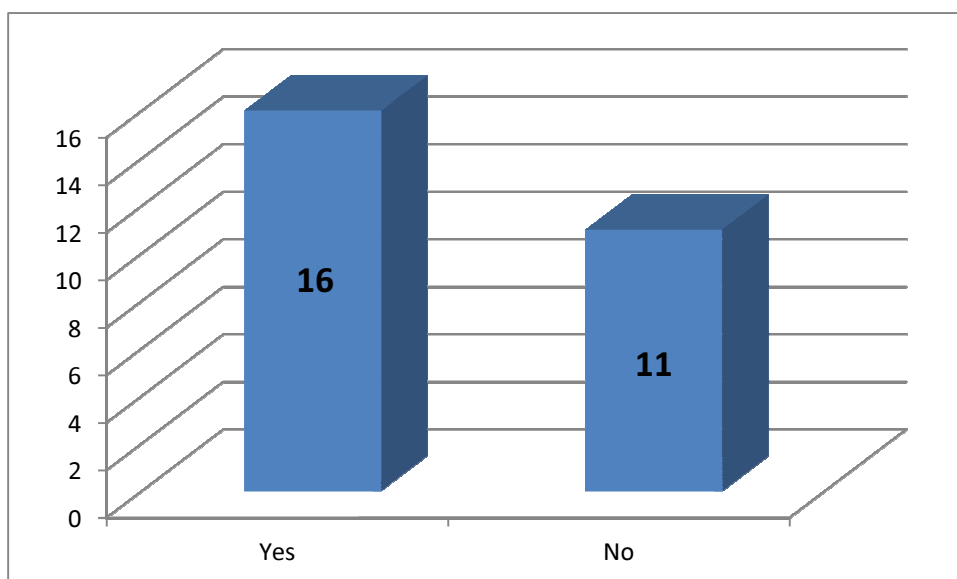
Question 3: Do you have access to/the use of your own vehicle for work purposes?



Question 4: Would you be willing to use your own vehicle for work purposes in line with the Council's policy on travel/mileage?

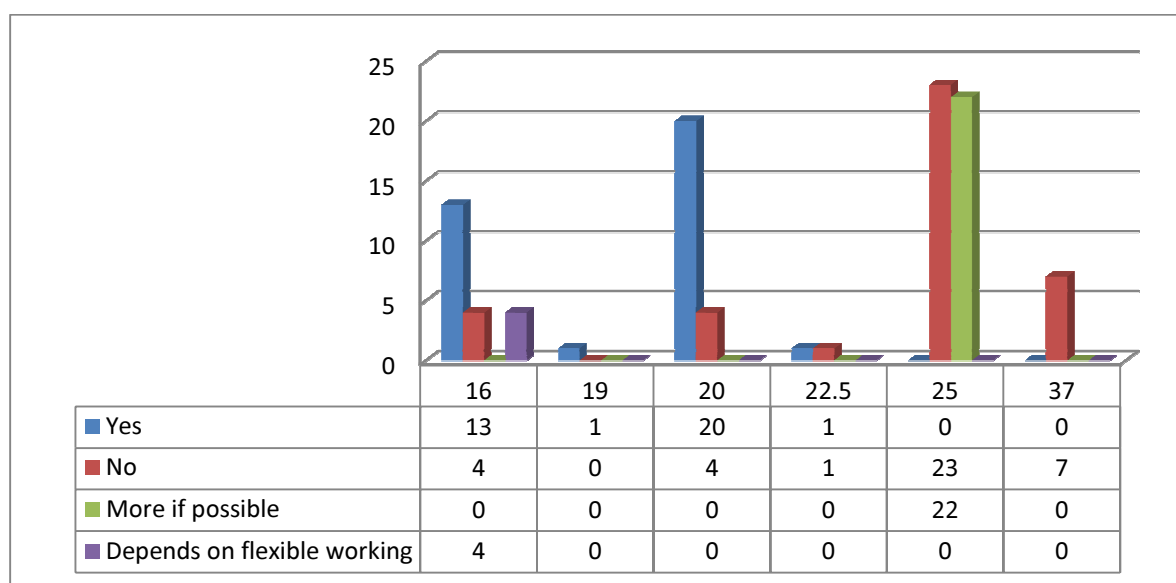


Question 5: If you do not hold a current driving license, would you be willing to learn to drive with a view to driving for work purposes if support was provided by RMBC? Please indicate what type of support you would require.

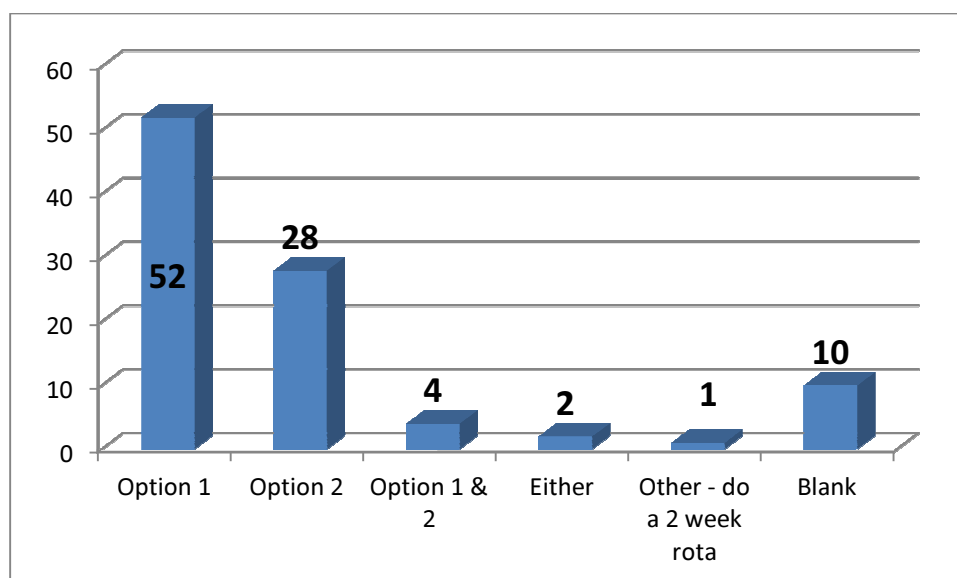


4 people indicated that they would learn to drive if RMBC paid for their driving lessons, insurance and license and test. A 5th person said that they would require support with reading and spelling. The remaining 11 people who indicated that they would be willing to learn to drive did not state the support they would require.

Question 6 and 7: What are your current contract hours and would you be willing to work a 25 hour contract?



Question 8: Please indicate your preferred rota option.



Within the 52 staff who indicated option 1 as their preferred choice, 16 said they would only be willing/able to work in the mornings; 1 said that they would only work in the afternoon.

The free text answers in response to “If you have any suggestions/feedback on how the Enabling Service can become a more mobile workforce and more responsive to customer needs, please detail on separate sheet” have been grouped into themes and are as below:

Category/theme	Number of responses in this category
Put all Enablers working in specific areas	2
I will drive a council vehicle	7
Personal circumstances/requirements not relevant to the question	28
I'm not a confident driver/support required/ I can't drive at night	2
I won't transport non-drivers	1
Worried about wear and tear on my vehicle need to be reimbursed for this	3
I will only work in my own area and/or areas I'm am familiar with	10
We have 1 car shared between the household	2
We need a “cap” putting on the amount of miles we will be expected to travel.	1
What happens if my car breaks down?	3
I'll need a Sat Nav to help me	4

I am willing to take passengers with me/transport non-drivers	2
Could a night shift starting at 10pm be made available for fast response?	1
Can I have VS?	3
I'm looking forward to a new way of working/all Enablers must be made to work in the same way	3
Don't give times to customers	1
I won't use my own car in snow/ice	2
Keep the 7 week rolling rota	1
Change the service hours to 9pm – people might make people more willing to work lates	1

Only two suggestions were made for alternative rotas:

- The first suggestion was mapped out and meant that staff would be working 8 days and then 3 days. This would not give continuity of care for the customer.
- The second option was also mapped out and was found not to be suitable as it was a 7 week rolling rota.

Appendix Two – consultation Outcomes Extra Care Housing

Oak Trees Consultation Questionnaire Results

Consultation Scenario –Carry out customer to customer surveys to gather customer views on the current staffing problems at Oak Trees

28 Tenants at Oaktrees - 10 Declined to comment or were unavailable for comment.

Questions:

1. How frequently have you / your relative used your monitored alarm, for emergencies?

Frequency	% of Respondents
a. Daily	11%
b. Weekly	6%
c. Monthly	11%
d. Less	72%

2. Enablers may sometimes be on other calls when the alarm is activated; How long did it take for your / your relatives call to be answered?

The consensus appeared to be minutes, with an average of about 20; However this is based on personal opinion as there is no recorded data available for response times.

3. Have Rothercare ever attended to your emergency call instead of the onsite enablers? Y/N

% YES Respondents	% NO Respondents
44.44%	55.56%

4. If YES, how confident were you in their ability to assist you, in the absence of the enablers?

% of Respondents

i. Very Confident		20%
ii. Confident		50%
iii. About the same		0%
iv. Not confident at all		30%

5. Thinking about the current staffing difficulties with the onsite support, do you/your relative feel confident in the Enabling staff's ability to help you?

% YES Respondents	% NO Respondents
50%	50%

6. If staffing levels continued to disrupt the onsite response service, would you feel confident if Rothercare picked up your emergency calls on a long term basis?

% YES Respondents	% NO Respondents
88.89%	11.11%

Comments:

"If I needed care, then yes, I suppose so."

"Yes. Very confident."

"I would be fine with that. As long as someone came to help. It makes no difference is someone is on site or not."

7. If Staffing levels continued to disrupt the onsite Enabling service, would you feel confident to have your care calls picked up by an external care agency?

% YES Respondents	% NO Respondents
88.89%	11.11%

8. If you currently receive service from the Enabling team, what are your thoughts on the care you receive and any disruption you have experienced?

"I don't really mind if there isn't anyone here at night. I've still got my neighbours."
"I got a few carers from different areas but I get on with most."

9. What changes, if any, would you like to see to the onsite enabling service?

"I would like to see a Rother care type service based on site. Just to know there is someone on site in the night that can help."
"I would like them to be able to come out make me a cup of tea at the weekend as they have a lot of time where they are sat doing nothing. The managers need to make this happen."

10. Other Comments.

"The girls in the (Housing Support) office check on me and that's good enough."
"As long as someone came to help. It makes no difference is someone is on site or not."

Potteries Court Consultation Questionnaire Results

Consultation Scenario –Carry out customer to customer surveys to gather customer views on the current staffing problems at Potteries Court

35 Tenants at Potteries Court - 7 Declined to comment or were unavailable for comment.

Questions:

1. How frequently have you / your relative used your monitored alarm, for emergencies?

Frequency	% of Respondents
a. Daily	6%
b. Weekly	3%
c. Monthly	6%
d. Less	86%

2. Enablers may sometimes be on other calls when the alarm is activated; How long did it take for your / your relatives call to be answered?

The consensus appeared to be minutes, with an average of about 5; However this is based on personal opinion as there is no recorded data available for response times.

3. Have Rothercare ever attended to your emergency call instead of the onsite enablers? Y/N

% YES Respondents	% NO Respondents
24%	76%

4. If YES, how confident were you in their ability to assist you, in the absence of the enablers?

	% of Respondents
i. Very Confident	22%
ii. Confident	11%

iii. About the same		33%
iv. Not confident at all		33%

5. Thinking about the current staffing difficulties with the onsite support, do you/your relative feel confident in the Enabling staff's ability to help you?

% YES Respondents	% NO Respondents
87%	13%

6. If staffing levels continued to disrupt the onsite response service, would you feel confident if Rothercare picked up your emergency calls on a long term basis?

% YES Respondents	% NO Respondents
58%	42%

Comments:

"Yes. I have every confidence in Rothercare. They saved my life in my previous home. I had a brain haemorrhage & they contacted an ambulance."

"No. Purely down to the response time."

"Not really due to the time waiting situations."

"I suppose so but I like to have people downstairs if I need them and would miss them."

"I've had them previously and am not happy with the amount of time I had to wait (above half an hour)."

"Yes. Just as long as there is someone there to help, I am ok."

"Oh yes. I'd be fine with that. They have always been good."

"Despite what Rothercare do, it is not the same as having care staff on site that know us. I had to press for Rothercare the other week and they didn't have any of my records. They thought the property was empty and so didn't come out!! We have also had a fire alarm activate here a few days ago and there was panic. A lady with dementia thought we were being bombed and tried to get under my table. It was bedlam. The carers on site were able to act straight away and because they knew the tenants, could support them to settle; especially those that are confused. What would Rothercare have done? I don't imagine them staying on site for a couple of hours to support the tenants."

7. If Staffing levels continued to disrupt the onsite Enabling service, would you feel confident to have your care calls picked up by an external care agency?

% YES Respondents	% NO Respondents
70%	30%

8. If you currently receive service from the Enabling team, what are your thoughts on the care you receive and any disruption you have experienced?

"They are all fairly pleasant."

"They have been great when other carers (From off scheme) have come in but they did not really know us or what to do. I understand their predicament though."

"It's not very nice to have people out that you don't know as they don't really know you and aren't sure what to do for you. They are nice enough though."

"It's not nice to have strangers caring for you that you don't know. Some don't even introduce themselves when they enter."

"I have experienced a little disruption but it's nice having the staff on site."

"They are pretty good. The regular ones that is; The ones that have covered have been useless at times. They do not help or give confidence."

9. What changes, if any, would you like to see to the onsite enabling service?

"It would be useful if I could buzz and a carer helped bring me to lunch when I struggle. I think it would be useful if there were 2 more carers on site for emergencies."

"It would be better if someone else went to the emergencies as the carers have had to leave me to attend someone else during breakfast."

"I think it is necessary to have staff on site all night and they are helpful."

"Enablers used to engage with tenants to get them involved in activities and encourage them to do activities but that all changed when the teams were split. Now they don't really do anything when they are not busy and that is something that is missing from this place."

"If there can't be care on site then a caretaker or security. Someone to give a presence."

10. Other Comments.

"They have tried to remove the care staff here before and it's not right. The people here need the service and I for one only moved here because it was sold to me by the last manager as having staff on site 24 hours a day. I think it is unfair to all the other tenants here to get rid of that."

"I would feel confident that Rothercare would come out in the night if I needed them, after what they did for me in the past."

"It's nice to know that there is someone here at night but it doesn't really bother me I suppose because there was no-one at my other home and I was alright."

"I came here for care for my wife and we don't like change. The carers on site know us and Rothercare don't."

"I think as long as there is someone to attend, that is the main thing but it is not the same as having someone right there."

"Security on site for me is not too much of an issue. I have had a burglar since I have been here so know there is little the care staff could have done. I remain positive while I'm here and just get on with things."

" The care staff have been very useful in the past...I once left my keys[at work]. It was 3am and I didn't know how I was going to get in... I remembered that the staff sometimes lay on the sofas [in the conservatory] watching movies... I knocked on the window... they were able to open my door. I don't know what I would have done without them."