

ROTHERHAM BOROUGH COUNCIL – CABINET

1	Meeting:	Cabinet
2	Date:	4 September 2013
3	Title:	Scrutiny Review of RMBC Residential Homes
4	Directorate:	Neighbourhoods and Adult Services

5 **Summary**

This report sets out the findings and recommendations of the Scrutiny Review of RMBC Residential Homes, Lord Hardy Court and Davies Court. The full report is attached as Appendix 1 and was endorsed by the Health Select Commission and the Overview and Scrutiny Management Board at their meetings on 18 April and 24 May 2013 respectively.

This report also gives a brief outline of the progress that has been made by Senior Management, Residential Managers and Human Resources Business Partner in line with recommendations from the review and progress from the proposed restructure of the homes and service in line with budget savings and proposals for 2013/2014.

6 **Recommendations**

- **That Cabinet receives and notes the report.**

7 Proposals and Details

The scrutiny review was undertaken from September to December 2012 by Scrutiny members and Cabinet Member for Adult Social Care. It was held in the context of the significant budget pressures being faced by the Council and the need to identify further efficiencies. Previous Value for Money analysis has demonstrated that the homes are higher cost than the equivalent services provided in the independent sector, and reduce the cost effectiveness of of Adult Social Care.

It was felt that an independent view of the finance and staffing of the homes was required. It took place, alongside a financial review commissioned by Neighbourhoods and Adults Services management, and delivered by Price Waterhouse Cooper (PWC). It was intended that the Scrutiny Review would add value to the work carried out by PWC and to allow a wider range of discussion to take place about the future of the homes.

The review enabled the Senior Management, Residential Managers and Staff within the service to take a critical look at previous and current expenditure and to achieve an understanding of value for money, outcomes and quality of service provision and in particular, the potential impact of budget cuts on this area and the risks associated. The homes are registered with and regulated by the Care Quality Commission; as a result there are essential standards of care which have to be maintained, and have to be clearly factored into the plans to ensure compliance.

Senior Management, Residential Managers and Human Resources Business Partners and Budget Support Officers have been working together since February 2013 to consider a number of options and recommendations from the review and the financial review from Price Waterhouse Cooper. The options and areas proposed are:-

- Restructure of all Staffing within the homes, including a review of Terms and Conditions for staff, to achieve some of the budget savings proposals.
- Revise and review shift patterns for all staff, to ensure staffing requirements and service provision is carried out safely to meet essential standards and service user assessed needs.
- Ensure we have effective and robust Shift Leaders to comply and maintain and deliver standards of care for the service users.
- Look at ways of maintaining Quality Assurance, by a critical look at how we manage this at present and other options and tools available to support Managers for example Electronic Case Recording.
- Residential Managers have been working with Procurement Officers to look at options to utilise different suppliers and contracts to ensure value for money, and address potential savings in this area. A number of other

Catering Suppliers are already being used, and a pilot is underway by the procurement teams.

- Both homes have a structured and varied social and activities programme which presently meets individual need, promotes wellbeing, and provides the service users with a range of options both in the home and community. To achieve the budget savings proposed for the homes, this area will have to be reconsidered, which will include looking at more voluntary groups and community links and developing more partnership working, i.e. Age UK, Alzheimer's Society.
- Options to be considered for lease arrangements to generate some income related benefits, i.e. The Café and the Hairdressing / Beauty Salon.
- The Service has now employed a Handy Person at each home, which will reduce some of the expenditure on minor repairs and maintenance. The Residential Managers are working with EDS Building Manager to look at other ways of how to use this role and where some savings can be achieved immediately, i.e. To train the Handy Person and purchase the equipment to undertake Electrical PAT Testing requirements which would reduce costs on contracting from the present Council Contractor in place, Wilmot Dixons.

The review reported under the five sub headings; staffing, catering and entertainment, buildings and maintenance, costs and comparisons and options for the future. Each of these sections of the review has its own recommendations. There are 10 recommendations all of which have been considered for the proposals within the revised structure for the residential homes. Response to the recommendations is attached Appendix 2.

8 Finance

The review recommendations will need to be considered in the context of the agreed budget for 2013/14.

9 Risks and Uncertainties

The cost savings to be made in line with budget proposals will have an impact on future delivery of services in the homes. Meeting individual assessed care needs will be the focus of the restructure of the service, and Essential Standards in line with Policy and Care Quality Commission.

The Social and Activities Element of the homes, which support customers from the community, will no longer be provided in house. It has been established that this facility and services will have to be provided by other options, to enable the revised staffing structure to meet budget proposal, by providing and meeting care needs of the individual.

For some individual service users, families and carers, this is an important part for them when choosing a home, the provision in place at both homes enables individuals to feel part of a home and still have community links. For the future this area needs to be conveyed to service users, families and carers etc with some sensitivity and the Management need to ensure other options and alternative arrangements are in place.

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