

**OFFICER DELEGATION SCHEME
RECORD OF DECISION**

TO BE UPLOADED TO THE INTERNET BY DEMOCRATIC SERVICES

Date: 11 December 2023		Ref No: 2197	
Responsible Officer: Stephanie Boyd and Vicky Crookes (Integrated Commissioning Officers)			
Type of Decision (please refer to MO Guidance):			
Key	<input type="checkbox"/>	Non-Key	<input checked="" type="checkbox"/>
Freedom of Information Status: <i>(can the report go in the public domain)</i> Yes			
Title/Subject matter: Extra Care Night Provision			
Budget/Strategy/Policy/Compliance:			
(i) Is the decision within an Approved Budget?		Yes	
(ii) Is the decision in conflict with the council's policies, strategies or relevant service plans?		No	
(iii) Does the decision amend existing or raise new policy issues?		No	
(iv) Is the decision significant and/or does it meet the £100,000 threshold for recording?		No	
Equality Impact Assessment [Does this decision change policy, procedure or working practice or negatively impact on a group of people? If yes – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR]		Yes – quality assurance completed on equality impact assessment	

Introduction:

The purpose of this document is to make recommendations on the night-time provision in extra care schemes, based on analysis of a 4-week pilot period, historical data, and consultation findings.

Context:

Currently there is social care night cover in the three extra care schemes across the borough (Peachment Place, Redbank, and Falcon and Griffin) provided by Persona.

Peachment Place currently has two waking night staff on the premises between 22:00 – 08:00 to respond to any emergencies. The pendant calls go directly to Persona staff on site. The staff also carry out cleaning in their down-time during the night.

Redbank currently has one staff member at night sleeping on the premises to respond to pendant calls between the hours of 22:00 – 08:00. Unlike Peachment Place the pendant calls at Redbank go through to Care Link who then triage the call and they contact the sleeping member of staff if they are needed to go to the property.

Falcon and Griffin currently has one staff member at night sleeping on the premises to respond to any pendant calls between the hours of 22:00 – 08:00. The pendant calls work in the same way as Redbank, they go through to Care Link who then triage the call and contact the sleeping staff member if they are needed to go to the property.

Following a review of the social care provision in the extra care schemes, the Adult Social Care Commissioning Senior Leadership Team agreed to test the removal of sleep-in staff at Redbank and Falcon and Griffin and operate a night-time response service for the three schemes delivered from Peachment Place, using the current waking-night staff.

Analysis of findings show the pilot ran safely and effectively with the new proposed model in place.

Timeline:

A detailed version of the timeline below was shared with tenants in all three extra care schemes, to keep them informed throughout the process:

Date	Actions
28 July 2023	Face to face engagement with tenants/families in all three schemes.
w/c 07 August 2023	Four-week pilot with current night-time provision remaining in place (sleep-in staff to act as a back-up in case of emergencies).
w/c 04 September 2023	Analyse pilot results.

w/c 25 September 2023	Six-week consultation with tenant/families and other key stakeholders.
w/c 06 November 2023	Analyse consultation results.
30 November 2023	Report to be taken to Market Shaping and Oversight Board.
New year	Inform tenants/families of the outcome.

Recommendations:

Following analysis of the data from the 4-week pilot, a review of historical data, and consideration of the consultation findings, the recommendation is to:

- Remove the two members of sleep-in staff from Redbank and Falcon and Griffin.
- Operate an emergency night-time response hub from Peachment Place with the two current waking night staff. One waking-night staff to always remain on the premises at Peachment Place, however, this is subject to change as the service evolves.
- Reduced capacity for waking-night staff will require a Domestic Assistant to be employed for 20 hours per week at Peachment Place (eliminating the issues raised by tenants around cleaning).
- Reduced capacity for waking-night staff will require an additional 14 hours of support from Wellbeing Assistants to respond to care calls at Peachment Place between 07:00-08:00 and 22:00-23:00.
- A one-off purchase of lifting equipment and training for staff will enable an improved response for people who have fallen and reduce the reliance on emergency services.
- Installing Care Link at Peachment Place will allow Care Link call handlers to triage calls in the same way they do at Falcon and Griffin and Redbank, and potentially reduce the number of non-emergency calls.

It is accepted that some people raised concerns during the consultation period and disagree with the proposal (themes included the need for safety and reassurance), however, the Council has a growing demand for services, an increase in costs due to inflation, and a reduced income. We must therefore find new and more efficient ways of working. This option will promote **independence** for tenants, **streamline services**, **generate efficiencies**, and create **opportunities** to develop a 'night-time response hub' that could respond to other extra care schemes we plan to develop across the borough.

Workforce issues are also a factor as Persona has found sleep-in shifts difficult to cover. The proposed new model will continue to meet the needs of current tenants and will provide flexibility to meet future demand (plans to develop new extra care schemes across the borough).

Key Risks and Mitigations:

Risk	Mitigation
Risk of unmet night-time needs.	Previous data and the pilot both demonstrate that two members of staff are sufficient to ensure a safe and effective service. Persona also operates an on-call Manager system which will act as a back-up. In addition, Persona will continuously monitor data, after implementation, to ensure staffing levels are safe for tenants and staff.
Not likely to be received well by tenants.	Ensure Councillors are on board in the first instance. Provide a clear rationale to all key stakeholders.
Some tenants may not understand the proposal, particularly those with a cognitive impairment.	<p>Persona (and Falcon and Griffin Management) to ensure that family members, carers, and/or advocates are involved.</p> <p>The way in which people access help at Falcon & Griffin and Redbank will not change under the new proposed model, they will still press their pendant. The call will still go directly to Care Link who would call the waking night staff and/or 999 as required (and of course people can call 999 themselves if they are able to).</p> <p>Care Link is able to give entry to emergency services at Falcon & Griffin and Redbank as required. A key safe will be located at reception which will have an all-access fob (the code will be changed regularly). The access code will be shared with all necessary services.</p> <p>Installing Care Link at Peachment Place will allow Care Link call handlers to triage calls in the same way they do at Falcon and Griffin and Redbank, and potentially reduce the number of non-emergency calls.</p>
Implications for staff.	Persona to manage this. Staff consultation to take place in due course.

<p>Lack of logistical arrangements.</p>	<p>Persona to complete thorough operational planning and risk assessments to ensure the safety of both tenants and staff.</p> <p>Persona to complete policies, procedures, and flowcharts to ensure a clear and consistent approach from all staff.</p> <p>Ongoing communication and handovers will also be required between Persona and Care Link colleagues.</p>
<p>The Cabinet Member for Housing along with several tenants, have queried whether any potential savings should be passed on to the tenants.</p>	<p>Ensure that Councillors and tenants are aware that this work is not part of the Council's saving scheme. Instead, we are aiming to streamline services, generate efficiencies, and create opportunities to develop a 'night-time response hub' that could respond to other extra care schemes being developed across the borough.</p>

Next Steps:

A full version of this report was taken to the Market Shaping and Oversight Board on 30 November 2023, all recommendations were agreed, on the condition that they would be further endorsed by the Officer Delegation Scheme.

Following this endorsement, the following next steps will be taken:

- Letter to tenants informing them of the decision, with an updated Frequently Asked Questions document, and a Consultation Summary report.
- Wider comms to other stakeholders.
- Persona to carry out a staff consultation.

Wards affected:

Moorside
 Radcliffe North and Ainsworth
 Redvales

Consultations:

A six-week consultation period for tenants, families, and other stakeholders ran from 25th September to 5th November 2023 on the following proposal:

- Remove the sleep-in staff from Redbank and Falcon and Griffin.
- Operate an emergency night-time response hub from Peachment Place with x2 waking night staff.

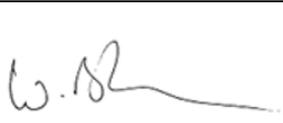
This included face-to-face consultation sessions in each scheme, an online survey (using Microsoft Forms), a paper survey and the offer of private appointments for anyone wishing to have a confidential conversation to give their views. A consultation pack was hand-delivered to all tenants which included a Frequently Asked Questions document.

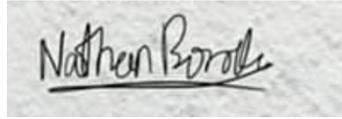
The 28 people in attendance at the face-to-face sessions were predominantly tenants (approximately 17% of all extra care tenants based on 169 properties).

A total of 26 survey responses were received from the following:

- 20 tenants (approximately **12% of all extra care tenants** based on 169 properties).
- Approximately **88% of extra care tenants did not respond.**
- 6 family, friend, advocate or other.

Scrutiny & Review Committee Interest:**Options considered:****Decision** *[with reasons]*

Decision made by:	Signature:	Date:
Executive Director – Health and Adult Care		11 January 2024
Members Consulted <i>[see note 1 below]</i>		

Cabinet Member		11 January 2024
Opposition Spokesperson		

Notes

1. Where, in accordance with the requirements of the Officer Delegation Scheme, a Chief Officer consults with the appropriate Cabinet Member they must sign the form so as to confirm that they have been consulted and that they agree with the proposed action. The signature of the Opposition Spokesperson should be obtained if required, to confirm that he/she has been consulted. Please refer to the MO Guidance.
2. **This form must not be used for urgent decisions.**
3. Where there is any doubt, Corporate Directors should err on the side of caution and seek advice from the Council's Monitoring Officer.