

<b>AssessmentNo</b>	763	<b>Owner</b>	levans
<b>Resource</b>	HSCP		<b>Service/Establishment</b> Joint
	First Name	Surname	<b>Job title</b>
<b>Head Officer</b>	Laura	Evans	Service Improvement Lead
	(include job titles/organisation)		
<b>Members</b>	West Dunbartonshire HSCP Senior Management Jacqueline Carson - Integrated Operations Manager Jane Gray, Anne Marie Lennox, Louise Crockett - Service managers Yvonne Allan, Lisa Auchterlonie, Gordon Martin Coordinators		
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>		
<b>Policy Title</b>	Care at Home Re-design		
	<b>The aim, objective, purpose and intended out come of policy</b>		
	<p>Aims • Ensuring the outcomes for Care at Home are met; • Ensuring the service is delivered within the agreed budget; • Focusing on driving care using the internal Care at Home service; • Reducing the amount of agency spend; • Reducing the amount of spend on enhanced overtime; • The introduction of the Reablement service and the impact this service will have on mainstream Care at Home; • Ensuring reviews take place every six months as per Care Inspectorate guidance; • Providing choice for the service user on how they would like their care to be delivered as per SDS legislation; and • Signposting and directing families and service users to all offerings which are available to support daily living as an alternative method of care e.g. day service, social support. Purpose The purpose of re-design is to meet the aims and objectives of the project but also to follow the Scottish approach to re-design to gain the data required to ensure this service is fit for the future. The evaluation and engagement to date has taken into account both lessons learned and feedback from stakeholders. The project team have been working in close collaboration with employees, managers and key stakeholders since the start of this project, January 2022. Outcomes Three of the outcomes which the Care at Home service strives to meet are: 1. People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; 2. People are able to look after and improve their own health and wellbeing and live in good health for longer; and 3. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.</p>		
	<b>Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.</b>		
	<p>A variety of communication methods were utilised to engage and update a range of stakeholders in the development of the project. Examples include: • All employee survey. All employees, circa 750, within Care at Home were sent this survey; • Organisers Survey. All organisers, circa 18 were sent this survey; • Ideation sessions, designed to solicit thoughts and ideas were made available on topics such as scheduling, agency staff use, overtime, assessments, reviews, referrals and processes. These sessions included ten organisers, two service managers, two co-</p>		

	<p>ordinators, one Care at Home Accountant and one admin supervisor. At these sessions, problem statements were written and ideas were produced on how to respond to these problems; • Seven online and face to face workshops with home carers and Trade Union colleagues. On average, ten Home Carers attended each workshop; • Monthly project update meetings with all office employees, estimated to have engaged with 37 employees Those who cannot attend have access to the project board reports on MS Teams; • Quarterly project update sessions with home carers. On average 180 Home Carers would attend each session. • A dedicated mailbox for employees to submit questions; • A text telephone number to text questions; • All service 1430 service users were sent a survey via postal mail with over 600 responses; • Unpaid carers via Survey Monkey with over 100 responses; • Regular meetings with the Care at Home management team. • Leeanne Galasso - HR • Catherine Hughes - HR • Victoria Rogers - Chief Officer - People and Technology • John Duffy Job evaluation • West Dunbartonshire HSCP Senior Management • Jacqueline Carson - Integrated Operations Manager • Jane Gray, Anne Marie Lennox, Louise Crockett - Service managers • Yvonne Allan, Lisa Auchterlonie, Gordon Martin Coordinators • Employees were involved in revising the relevant job profile</p>
<p><b>Does the proposals involve the procurement of any goods or services?</b></p>	<p><b>No</b></p>
<p><b>If yes please confirm that you have contacted our procurement services to discuss your requirements.</b></p>	<p><b>No</b></p>
<p><b>SCREENING</b></p>	
<p><i>You must indicate if there is any relevance to the four areas</i></p>	
<p><b>Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)</b></p>	<p><b>Yes</b></p>
<p><b>Relevance to Human Rights (HR)</b></p>	<p><b>Yes</b></p>
<p><b>Relevance to Health Impacts (H)</b></p>	<p><b>Yes</b></p>
<p><b>Relevance to Social Economic Impacts (SE)</b></p>	<p><b>Yes</b></p>
<p><b>Who will be affected by this policy?</b></p>	
<p>All citizens of West Dunbartonshire who could be prospective users of Care at Home, current users of Care at Home, Care at Home staff and other HSCP staff will be affected by this policy.</p>	
<p><b>Who will be/has been involved in the consultation process?</b></p>	
<p>The consultation period for this re-design report will not start until approval via IJB on the 19th September. The below list are people who have been involved in updating and commenting on the re-design report before consultation is planned to begin on the 27th September. • Leeanne Galasso – HR • Catherine Hughes – HR • Victoria Rogers - Chief Officer - People and Technology • John Duffy Job evaluation • West Dunbartonshire HSCP Senior Management • Jacqueline Carson - Integrated Operations Manager • Jane Gray, Anne Marie Lennox, Louise Crockett - Service managers • Yvonne Allan, Lisa Auchterlonie, Gordon Martin Coordinators • Employees were involved in revising the relevant job profile The following boards are required to approve the EIA and re-design report before consultation • West Dunbartonshire HSCP Senior Management – 22/06/2023 • Recovery and review meeting – 02/08/2023 • SSRG – 16/08/2023 • IJB members session – 01/09/2023 • IJB – 19/09/2023 During consultation and after consultation, the following stakeholders will be consulted: • All Care at Home employees • Trade Unions • Chief Officers • Service Users</p>	
<p><b>Please outline any particular need/barriers which equality groups may have in</b></p>	

**relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.**

	<b>Needs</b>	<b>Evidence</b>	<b>Impact</b>
<b>Age</b>	<p>There is a clear relationship between long-term health conditions or disability and increasing age. In 2020, the Scottish Health Survey found that the prevalence of any long-term condition increased with age, from 32% among those aged 16-44, to 68% among those aged 75 and over. The ageing population nationally and within West Dunbartonshire mean that there will be expected increase in demand on care at home services and also given the age composition of the workforce a need to consider how to make care at home work a fulfilling career</p>	<p>The Adult Strategic Needs assessment  <a href="http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf">http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf</a>  <a href="https://www.gov.scot/binaries/content/documents/govscot/publications/research-and-analysis/2022/06/national-care-service-adult-social-care-scotland-equality-evidence-review/documents/adult-social-care-scotland-equality-evidence-review/adult-social-care-scotland-equality-evidence-review/govscot%3Adocument/adult-social-care-scotland-equality-evidence-review.pdf">https://www.gov.scot/binaries/content/documents/govscot/publications/research-and-analysis/2022/06/national-care-service-adult-social-care-scotland-equality-evidence-review/documents/adult-social-care-scotland-equality-evidence-review/adult-social-care-scotland-equality-evidence-review/govscot%3Adocument/adult-social-care-scotland-equality-evidence-review.pdf</a></p>	<p>Service Users - Negative • A large proportion of the Care at Home service users are over 65. The service will be stopping from 10pm, and there will be no internal night time service made available. This will have an impact on those who require night time support who are either over 65 or have a disability. • Personal Care tasks will only be provided going forward. The care at home service will not provide domestic and shopping tasks. Currently 52 service users use this service and are over 65. • Those with no family/friends, support, knowledge of how to get support for shopping via technology. The skills may not be there for those who are older. Employees - negative • 58% of the care at home service are over 50. Staff may not be able to move to the new work pattern. The work pattern will involve weekends and out of hours. This may impact on income. It could also result in the person</p>

			<p>being worse off financially. However, Flexible retirement is an option for Home Carers. • Those with caring responsibilities / may not be able to move to the new work pattern.</p> <p>Positive – employees</p> <ul style="list-style-type: none"> <li>• There will be an increase in contracted hours for employees, this could benefit the workforce as they have access to more hours, than they did before this re-design.</li> <li>• Some current employees, mainly those with families, have stated they would prefer more hours.</li> </ul> <p>Positive- Service Users • SDS is going to be rolled out to all service users and will provide choice on how they would like their service delivered.</p>
<p><b>Cross Cutting</b></p>	<p>Impacts on all protected characteristics and external impacts.</p>	<p>The adult Strategic needs assessment - <a href="http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf">http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf</a></p>	<p>Positive – service user • Employees will be on a standardised Rota, which will meet the times services users require a service with consistent Home Carers. That may well particularly benefit clients with dementia and mental health disabilities - people who would benefit from consistent relationships. • Processes are being</p>

			<p>developed to ensure the service is managing the budget correctly which will deliver a sustainable service. • New review paperwork is being implemented to ensure the reviews are person centered. • People will be positively impacted by increased signposted to services via SDS options and service user assessment. Research by the ALLIANCE and Self Directed Support Scotland (SDSS) highlighted particular barriers to accessing information about Self-directed Support for older people, and suggested actions to address these barriers, including: increasing professional knowledge and awareness; streamlining and signposting; and ensuring people can access information in a range of formats. • The vast majority of people reported to have a community alarm or telecare are aged 65 and over, with the highest rates in the oldest age groups. For people aged 65-74, the community alarm/telecare rate per 1,000 population</p>
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			<p>is 30, rising to 112 for the 75-84 age group, and 315 for those aged 85 and over. Additionally, people in the older age groups are more likely to have both a community alarm or telecare and home care.</p> <ul style="list-style-type: none"><li>• There will be a focus on reviews and having regular contact with service users and Organisers to update care plans.</li><li>• The referral process is being reviewed which will impact on the customer journey of receiving a service. The impact will allow staff to understand their roles and responsibilities within the process and ensure referrals to Care at Home are appropriate.</li><li>• All service users will be required to have an eligibility assessment in place so the service can focus on those who need it.</li><li>• The reviews will allow for better informed of individual needs/outcomes, improved quality of service and person centered approach.</li></ul> <p>Positive - Employees</p> <ul style="list-style-type: none"><li>• Organisers will be given more time to schedule, by adding four schedulers to the team. This will allow organisers to go out and meet</li></ul>
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			<p>service users and staff regularly . • There will be an increase in hours for employees, this could benefit the workforce as they have access to more hours, than they did before this re-design. Analysis of SSSC data shows that there were 58,450 adult social care workers under the age of 44 in 2020, and at least 80% of the overall adult social care workforce were women. In addition, almost half of the adult social care workforce (47%) are on part time contracts and around 5.5% are on zero hours contracts, which may impact on maternity pay. • Increase in demand for the Community Alarm team which could mean more jobs. Negative – service users • No night time service will be provided as there is minimal demand and would not be able to be delivered within budget. • Personal Care tasks will be provided going forward. The care at home service will not provide domestic and shopping tasks. Negative – Employees • Some Home Carers may</p>
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			<p>not be able to move to the new work pattern. The work pattern will involve weekends and out of hours. This may impact on income and may require assistance from HSCP as a service user. • It could also result in the person being worse off financially.</p>
<p><b>Disability</b></p>	<p>In 2019 29% of West Dunbartonshire adults had a limiting long-term physical or mental health condition. Learning disability rates are above the Scottish average. Individuals with learning disabilities have some of the poorest health outcomes of any group in Scotland. A large proportion of the current service users would be classified as having a disability</p> <p>There is limited available local and national data about disability and social care workers, which relies on individual workers to disclose this information.</p> <p>Whilst Scottish Social Services Council (SSSC) data show that at least 2% of the overall social care workforce reported having a disability, this is likely to be an undercount, because disability information was</p>	<p>The adult Strategic needs assessment - <a href="http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf">http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf</a></p>	<p>Service user – negative • Personal Care tasks will only be provided going forward. The care at home service will not provide domestic and shopping tasks directly however will signpost to other supports. • There is a high probability those who have been assessed as requiring night time service may require support from Care at home during the night are people with disabilities which may affect their right to independent living particularly if combination of service providers</p> <p>Service User - Positive • Look at using assisted technology at night time for example assisted mattress equipment. • No service will be removed until there is a plan in place for an alternative.</p>



	<p>unknown for a further 17% of the social care workforce.</p>		<p>Employees Positive • All WDC employees can complete the disability passport which allows the employee make adjustments to their job due to a disability. Employees – Negative • Some employees with disabilities may not be able to move to the new work pattern</p>
<p><b>Social &amp; Economic Impact</b></p>	<p>Overall, substantially higher proportions of people in the most deprived areas in Scotland receive home care support; 26% of people receiving home care lived in the most deprived areas, compared to 13.9% in the least deprived. However, this varies by age; 36.2% of those aged 16-64 receiving home care lived in the most deprived areas, compared to 7.5% in the least deprived, while there was little difference in the age 85 and over age group</p>	<p>No impact recognized</p>	<p>No impact recognized</p>
<p><b>Sex</b></p>	<p>Life expectancy is lower than the Scottish average for both men and women within WDC. it is recognised there will be an impact on a primarily female work force who may have caring responsibilities. Research by the ALLIANCE and Self</p>	<p>HR21 The adult Strategic needs assessment - <a href="http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf">http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf</a></p>	<p>Negative employees • The workforce is predominantly female. There could be an impact if the worker cannot move to the new work pattern there could be a reduced income to the household. Employees – Positive • There will be an increase in</p>

	<p>Directed Support Scotland (SDSS), which explored people's experience of Self-directed Support and social care in Scotland. found some variation in men and women's experiences. For participants in this study, women had generally received less information about Self-directed Support options and budgets than men, and were less content with the quality of information that they received</p>		<p>hours for employees, this could benefit the workforce as they have access to more hours, than they did before this re-design. • This will improve recruitment options for the future</p>
<b>Gender Reassign</b>	<p>There is no national data about gender reassignment and people who access social care. However, given the prevalence of social care needs in the population and across the life course, it is likely that some trans people will require social care support.</p>	<p>The adult Strategic needs assessment - <a href="http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf">http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf</a></p>	<p>Positive and negative impact - included in cross cutting section.</p>
<b>Health</b>	<p>The longstanding impacts of poverty, poor employment and multiple deprivation have led to a less healthy population in West Dunbartonshire.</p>	<p>The adult Strategic needs assessment - <a href="http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf">http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf</a></p>	<p>Positive and positive impact - included in cross cutting section.</p>
<b>Human Rights</b>	<p>Right to equality FREDA' principles: Fairness Respect Equality Dignity Autonomy The right for respect for private and family life, dignity and autonomy protected</p>	<p>Human Rights Act</p>	<p>Positive and negative impact - included in cross cutting section.</p>

	<p>by the HRA (Article 8 of the European Convention on Human Rights) autonomy protected by Article 8 of the ECHR and by Article 19 of the Convention on the Rights of Persons with Disabilities</p>		
<b>Marriage &amp; Civil Partnership</b>	<p>Those who are married or in a civil partnership may be employed as a Home Carer within HSCP.</p>	HR21	<p>Positive and negative impact - included in cross cutting section</p>
<b>Pregnancy &amp; Maternity</b>	<p>There is no national data about pregnancy and maternity and social care. However, there is a substantial cohort of women of child-bearing age who are receiving social care, and many of this group are likely to experience pregnancy and maternity. There are 22,710 women aged 18-64 receiving social care in Scotland. Within the general population, there are around 50 live births per 1,000 women of childbearing age<sup>79</sup> in Scotland.</p>	HR21	<p>No impact recognised</p>
<b>Race</b>	<p>Research by the ALLIANCE and Self Directed Support Scotland (SDSS), which explored people's experience of Self-directed Support and social care in Scotland, highlighted barriers to support for Black and minority ethnic</p>	<p>No impact recognized</p>	<p>No impact recognized</p>

	people, including: access to information and advice; and cultural awareness and understanding. This was particularly the case for Black and minority ethnic women, and the report suggests that this could be associated with women having less fluency in English in some communities		
<b>Religion and Belief</b>	Working shifts could impact to attend religious services There is no national data on religion or belief for people who access social care, although NRS analysis of population data suggests that Scotland is becoming more ethnically and religiously diverse.	Impact group meeting 26/08/2023	Employees – Positive Employees can request adjustments to their rota if suitable to the service.
<b>Sexual Orientation</b>	LGBT+ identities are associated with poorer health and wellbeing and	The adult Strategic needs assessment - <a href="http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf">http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf</a>	Positive and negative impact - included in cross cutting section.

### Actions

Issue Description	Action Description	Actioner Name	Due Date
Efficiencies to be made to the Care at Home budget with over ten years over expenditure. This has meant not providing a Care at Home service after 10pm.	Those who have an identified outcome via the My Life Assessment will receive support for night time. This can be via a supplier, technology, or a direct payment	Jacqueline.Carson@west-dunbarton.gov.uk	29-Mar-2024
Personal Care tasks will only be provided going forward. The care at home service will not provide domestic and shopping tasks.	Those who have an identified outcome via the My Life Assessment will receive for domestic and shopping tasks. If not eligible the service user	Jacqueline.Carson@west-dunbarton.gov.uk	29-Mar-2024

	will be signposted to a supplier..		
It is recognised there will be an impact on a primarily female work force who may have caring responsibilities.	Each individual who is currently working for Care at Home will be able to have a discussion with their manager to consider if there is any alteration which can be made to the rota. However, the needs of the service user is a priority. Possible alternative employments may be on the Switch register. However, the needs of the service user is a priority. Possible alternative employments may be on the Switch register.	Jacqueline.Carson@west-dunbarton.gov.uk	29-Mar-2024
Not required	Not required	Jacqueline.Carson@west-dunbarton.gov.uk	18-Jul-2023
not required - delete	not required - delete	Jacqueline.Carson@west-dunbarton.gov.uk	18-Jul-2023

**Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.**

The re-design report requires employers to provide feedback, and to allow for 45 days consultation. After feedback has been provided, the real impact will be known to employees, service users, and citizens of WD.

**Will the impact of the policy be monitored and reported on an ongoing bases?**

Operationally the implementation re-design (if approved after consultation) and an assessment of its effectiveness will be monitored via the HSCP Project Management Board and Care at Home project board. Strategically its governance and any issues raised by protected characteristics will be managed via the HSCP Board, Project Management office

**Q7 What is your recommendation for this policy?**

Introduce

**Please provide a meaningful summary of how you have reached the recommendation**

Commence engagement on redesign with employees and ensure that employees and service users who have nighttime needs are fully informed in the consultation. The process follows the consultation process set out by the council.