

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**Employment Conditions Committee: 12<sup>th</sup> December 2006**

**Report of the Corporate Director, Opportunities Cardiff**

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**Adult Services - Budget Implications - Update on Actions agreed at the  
ECC meeting on 16<sup>th</sup> October 2006**

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**Background**

1. At the ECC meeting on 16<sup>th</sup> of October 2006, a report on Adult Services – Budget Implications from the Corporate Director, Opportunities Cardiff was considered. This paper reflected a report which had been considered by the Executive on 12<sup>th</sup> October 2006.

The Executive report considered a range of further measures to manage the Adult Services budget position which is currently projecting an overspend of £7m. This report highlights the potential employment implications of those measures and recommends that a more detailed report on full proposals is considered by this Committee at its January meeting.

2. The report to the October ECC made the following recommendations

(i) This Committee notes the proposal of exploring more effective and different ways of delivering a responsive and flexible Home Care service to clients.

(ii) Trade Unions and staff be consulted with on proposals concerning structures and revised terms and conditions of employment for the reconfigured Home Care Service

(iii) Consideration be given to a number of measures including the piloting of the York City Council model of dealing with sickness absence in an appropriate area within Adults Services and that a costed proposal for implementing this be submitted to this meeting in January 2007.

(iv) A further report, providing detailed proposals and recommendations and including comments and views of Trade Unions and staff, be submitted to the next meeting of this Committee.

3. The ECC meeting of the 16<sup>th</sup> October 2006 accepted recommendations (i) to (iii) and in addition resolved that

(iv) a Task and Finish Working Group be established and be made up of senior managers and trade unions to address the position relating to Adult Services with a view to identifying effective arrangements for contributing to managing budgetary overspends through achieving cost reductions;

(v) a further report, providing detailed proposals and recommendations and including comments and views of Trade Unions and staff, be submitted to an additional Employment Conditions Committee meeting in November 2006 to address any employment matters.

4. In accordance with paragraph 3 (iv) a Task and Finish Group has been convened, chaired by the Corporate Director - Opportunities and comprising representatives from Adult Services, Finance, Human Resources, Legal Services and Trade Union colleagues. The group has met on five occasions and the minutes of those meetings are attached at Appendix A to this report.

## Issues

### Executive Decisions – 12<sup>th</sup> October 2006

5. During the course of the Task and Finish Group, Trade Unions have been furnished with up to date information on matters and arrangements arising out of the decisions taken by the Executive on the 12<sup>th</sup> October 2006 and have had the opportunity to make comments and ask questions. As a result of this, further arrangements have been put in place to ensure proper consultation and discussion with Trade Unions on matters affecting their members.

The up to date position is as follows:

- a. **Reconfiguration of Day Services.** The proposed service change requires the selection of a voluntary organisation to provide luncheon club services instead of formal day services for older people in Moorland Road, Worcester Court and Dalton Street . The tendering process has commenced with the recent return of expressions of interest which are currently being considered by Officers. Specification documents will be sent out in the new year with the intention of luncheon clubs being operational 1<sup>st</sup> of April 2007. Consultation with staff commenced in January 2006 with a further meeting in August 2006 on the proposed changes to the service.
- b. **Increased Charges for Domiciliary Services.** A revised set of charges for domiciliary care services have been produced and are currently the subject of public consultation. The results of this consultation exercise will be reported to the Executive Business Meeting in February for a final decision.
- c. **Plans for Iorwerth Jones Home.** The report to the Executive on 12<sup>th</sup> of October 2006 agreed that consultation should take place with residents, their families and the staff. There have been three Consultation meetings with residents and their families and a concluding session is being planned for mid December 2006. A meeting with the Trade Unions is being held on the 11<sup>th</sup> of December to address staff consultation issues. It is intended that the Consultation process is concluded in mid January 2007 with a report to the Executive in February 2007 which finalises the proposals for the Executive to make a decision. Appropriate discussions are being undertaken with the Local Health Board and the NHS trust on the possible future use of the building as a NHS continuing care setting.
- d. **Re-negotiation of the agreement with Hafod Homes.** A legal process has been commenced with Hafod. This process seeks to terminate the current contractual arrangements and move to a more appropriate and constitutionally robust arrangement. Negotiations are currently in progress to see whether agreement can be reached with Hafod. Staff have been advised of the current position and as soon as legal issues have been resolved they will be consulted on the various options that are available.

## Reconfiguration of Home Care Services

6. The primary focus of the Task and Finish Group has been on this matter which has been the subject of significant debate. At the meeting held on the 24<sup>th</sup> November 2006 the Group considered a detailed presentation from Adult Services which highlighted a number of key issues associated with the future provision of the service. It was agreed that there should be further work by the Service Area to develop a business case which will be managed through a project plan with a completion date of February 2007. The presentation from the meeting of the 24<sup>th</sup> November is attached to this report at Appendix B.

### Further Areas of Work

7. The Task and Finish Group were also asked to consider further proposals which impacted on Adult Services financial difficulties. These are set out below:

(a) **Sickness absence**

The Employment Conditions Committee received a progress report from the Assistant Chief Executive in July 2006 on the progress of establishing the In House Occupational Health Service, together with a number of proposals for future development.

As part of the work of the Task & Finish Group, a presentation was provided on the proposals outlined to the ECC on:

- **York Occupational Health Scheme**
- **Tesco Scheme**
- **Carmarthenshire Scheme**

In addition it was suggested that the following initiatives could be piloted in Adult Services via our own Occupational Health Service:

- Referral to Occupational Health after 4 weeks (currently 8 weeks)
- Fast track to physiotherapy services
- Partnership with mental health services
- Stress, muscular skeletal disorders and accidents reportable to the Health and Safety Executive referred to Occupational Health after 5 days of absence
- Manager's record of absence discussion on first and fourth day of absence.

Trade Unions were asked to provide feedback on these proposals to the Chief Human Resources Officer and these responses are set out in Appendix C.

(b) **Addressing Recruitment, Retention & Family Friendly Issues in Adult Services**

The Group was provided with a presentation on some of the recruitment and retention issues in Adults Services which highlighted some areas where there are recruitment difficulties, e.g. care assistants, domestic posts. It was

recognised that there is currently a range of differing agreements on rates of pay and terms and conditions across Adult Services.

In addition, recruitment and retention difficulties lead to increased sickness levels due to increased workload. This can also increase reliance on agency staff which impacts on the service that we provide to service users and also increases costs. Therefore, these issues need to be addressed.

The presentation also focussed on the work undertaken by Wrexham Council on Work Life Balance initiatives and the improvements in attendance levels and productivity that had been made as a result of a number of combined initiatives.

## **Financial Implications**

8. The Task and Finish Group considered the proposals set out in the Executive Report of 12<sup>th</sup> October and received further information explaining the current budget and monitoring position of Adult Services. Each of these proposals has financial implications for either the current or future financial years and these implications were set out in the Executive Report. Detailed discussions have taken place regarding the reconfiguration of the Home Care Service, however the full financial implications associated with this cannot be assessed until further work has been undertaken on the detailed business case. It is anticipated that this will be completed in February 2007. Consideration was also given to different approaches to sickness absence monitoring and support systems. Any measures that have the effect of reducing sickness levels are likely to reduce costs including the potential need for agency staff.

## **Legal Implications**

9. The Executive is responsible for policy decisions in respect of adult service provision and the decisions of the 12<sup>th</sup> October are subject to a statutory requirement to consult. A further report will go to the Executive Business Meeting in February and this should include the views and comments of the Trade Unions. The Council also has a number of existing policies and procedures for consultation with the Trade Unions on employment and workforce matters and these are appropriately reported to this Committee.

## **Human Resource Implications**

10. In relation to those issues highlighted in paragraph 5 of this report, it is essential that proper consideration is given to the organisational and staffing implications of decisions to be taken on (i) Reconfiguration of Day Services (ii) Plans for Iorwerth Jones Home (iii) Re-negotiation of the agreement with Hafod Homes. In particular, trade unions should be advised of those decisions and consulted on the matters which affect their members and staff involved in provision of the affected services.

In relation to the Reconfiguration of the Home Care Services based on the presentation given to the Task & Finish Group it is likely that a different organisational and staffing structure will be required to focus on the priorities identified by the Service Area and the Council for the future provision of this service. Trade Union involvement in identification and development of options through the Task & Finish Group and in the preparation of the business case for the future provision of Home Care Services will be an important part of the change process.

Whilst the comments of the Trade Unions – for example in relation to proposals on sickness absence – are noted, there is merit in attempting to agree a way forward to ‘pilot’ some different approaches which may help Adult Services to address absence issues across the service area and support staff in returning to work.

Human Resources fully supports the further work agreed by the Services Area and Trade Unions to review terms and conditions and modernise work arrangements and to pilot a range of Work Life Balance initiatives that meet both individual and business needs.

## **Trade Union Comments**

11. A detailed response from all the Trade Unions in relation to proposals on sickness absence is set out in Appendix C of this report . To summarise, the Trade Unions have indicated their opposition to any of the proposals identified in the presentation as they believe that the new Sickness Management Policy needs to “bed in” over a longer period of time before its effectiveness is reviewed. In particular, they believe that a full and proper evaluation of the York Scheme should be undertaken prior to considering any application of the scheme in Cardiff. There was total opposition to the Tesco Scheme at the Task and Finish Group on 9 November 2006.

Trade Union Colleagues welcomed the suggestion that working groups be formed alongside the Task and Finish Group to review terms and conditions of service, which would incorporate modernising working arrangements, to analyse what work life balance and recruitment and retention initiatives could be piloted in Adult Services.

## **RECOMMENDATION(S)**

The Committee is recommended to:

1. Note the arrangements for consultation with Trade Unions as set out in paragraph 5.
2. Agree that the Task and Finish Group continues to focus on workforce issues including Terms and Conditions arising out of the Home Care reconfiguration
3. Agree that work on sickness absence, work-life balance and other associated matters be progressed within the usual Council mechanisms for consultation and discussion with the Trade Unions.

## **NEELAM BHARDWAJA CORPORATE DIRECTOR**

### Appendices

- A. Task and Finish Group Meeting minutes
- B. Homecare Presentation to Task and Finish Group on 24<sup>th</sup> November 2006.
- C. Trade Union Responses to proposals on Sickness Absence, Recruitment & Retention and Family Friendly issues.

### Documents referenced

1. ECC report :Adult Services- Budget Implications; 16<sup>th</sup> October 2006
2. EBM report: Adult Services-Financial Matters; 12<sup>th</sup> October 2006

## **APPENDIX A**

### **MINUTES FROM ADULT SERVICES TASK AND FINISH GROUP MEETINGS**

1. 23<sup>rd</sup> October, 2006
2. 30<sup>th</sup> October, 2006
3. 9<sup>th</sup> November, 2006
4. 17<sup>th</sup> November, 2006
5. 24<sup>th</sup> November, 2006

**Adult Services Task and Finish Group with Trade Unions**  
**23rd October 2006**

**Present:**

**Transport and General Workers Union**

Mike Formosa  
Lawrence Coles

**Unison**

Mark Turner  
Linda Webb-Thornton  
Ryan Williams  
Ann Harrington  
Fran Rawlings

**GMB**

Suzanne Harvey  
Ken Daniels  
Andy Davis  
Madeline Hayward

**Amicus**

Mike Love  
Andy Gardner  
Neelam Bhardwaja  
Stuart Young  
Philip Lenz  
Brian Johnson  
Allan Evans  
Christine Salter  
Steve Jarman  
Elizabeth Weale

Corporate Director - Opportunities  
Adult Services  
Human Resources  
Human Resources  
Financial Services  
Chief Financial Services Officer  
Research and Community Engagement  
Legal and Democratic Services

**1. Welcome**

NB welcomed members and briefed them on the background to the meeting.

The Trade Unions expressed their concerns that no Executive Members were present at the meeting. Unison stated that they had a list of questions that they would like answers.

**2. Eligibility Criteria**

NB stated that each Council is obliged to have an Eligibility Criteria. Cardiff, along with all other local authorities in Wales, set the criteria for accessing services at critical and substantial needs. For this reason Cardiff Council does not provide services below the level set (moderate/low).

The Eligibility Criteria were approved in January 2005 by the Executive and implemented in April 2005 with transitional protection for existing Service Users for one year while individual re assessments were carried out.

The Trade Unions requested a guarantee that no home carers will be forced into office work as this would be totally inappropriate. They stated that they were aware that services would change and were told that staff would receive training to facilitate a skilled work-force. They stated that they are not happy about staff undertaking office work. They also raised the question of why work is being given to the private sector.

NB responded that there was no evidence of anyone being asked to work in an office only residential homes. Stuart Young added that Home Carers are working with their managers to determine future arrangements.

The Trade Unions commented that Staff are feeling bullied and intimidated and Trade Unions were not made aware of changes in work practices. They stated that they are happy for them to work in residential homes as the work is similar. However, the shifts in Residential Homes are longer and also travel to work will be increased.

Action: A presentation on the Eligibility Criteria to a future Task and Finish Group was agreed .

### **3. Reconfiguration of Day Care Services**

NB outlined that the report states there is an issue around the number of people who have not been assessed but use day care services. Some users just “drop” in. The proposal is to reconfigure day care centres. The question was raised regarding how many Day Services Cardiff Council needs to maintain to meet those users with assessed needs, and which can be maintained as voluntary run centres.

SY responded saying that the Council has operationally closed Oldwell Court.

Trade Unions said they were not consulted about this before or after the event and requested to know how partners are selected and which three centres are closing to become luncheon clubs. Stuart Young responded that Moorland Road, Worcester Court and Dalton Street. will be luncheon Clubs in partnership with the Council.

The Trade Unions asked why the Council cannot run the clubs. This is because assessed service users will have critical/substantial needs and the luncheon clubs will not have the staff needed to support these service users.

The Trade Unions asked further questions regarding the partnership arrangements and costs. It is proposed to use the grant process for the voluntary sector to cover certain costs. This will go through the procurement process and this information will be made available to the Trade Unions.

**ACTION** – It was agreed to share the Procurement documentation with the T.Uns.



Questions were also raised regarding non-assessed service users. SY informed members that the service users who are currently non- assessed stands at 30%. These users will need to request assessment.

NB reiterated the need to reduce the overspend and asked the Trade Unions for alternative ideas which Senior Officers could consider.

Trade Unions commented that externalising services cannot be the only way forward and said that an overall picture of what services Adult Services provide and who provides them needs to be made available.

NB agreed to provide a breakdown on the budget position.

**ACTION** To provide a copy of the budget position and to provide a list of services provided by the Council and other bodies.

The Trade Unions asked for information on how the calculation of job losses in home care was reached. They asked whether Senior Management were willing to withdraw the 200 home care redundancies sought.

NB said this was not possible as the service is looking at various options to manage the overspend.

The Unions said that they have heard that Cardiff Council intends to cease non statutory (discretionary) services and asked whether this means that day centres will close.

NB referred to the Executive Business Meeting Report of the 12<sup>th</sup> October, on the reconfiguration of the service. To date, no decision has been made.

The Trade Unions said that the report proposes to externalise three day centres and requested to know if the process is legal and what criteria is being used for changing use.

SY responded that the information in the Report was based on location; and whether the services could be developed and also circumstances prevailing in the areas concerned. The Service area is looking at the remaining five centres and will consider the efficiency and effectiveness of such centres and the needs of the service users.

Trade Unions stated that the criteria is set so high and that is why fewer people are attending Day Centres. They requested to know whether the five remaining centres will stay within Cardiff Council.

SY said that work needs to be carried out to determine how many places will be needed to meet the assessed need.

The Trade Unions said that if the overspend is down to agency working, has the Service tried to fill this internally and requested figures.

Action – to provide figures on Agency Spend

The Trade Unions asked that if in January 2005, discussions were so fundamental then why are the issues being discussed after the event (setting of eligibility criteria). The Unions said they feel that they have been unfairly treated, and will engage in discussion but if the conclusion is not satisfactory then they will take industrial action.

NB asked the Trade Unions how they get to know about what decisions are being made. Trade Unions responded saying they are not told and don't see the reports that go to the Executive.

Trade Unions asked what discussions have also taken place regarding Hafod

NB said that discussions are still taking place.

#### **4. Iorwerth Jones**

The Trade Unions requested the position on Iorwerth Jones and how many beds have been empty and will it close.

The position was outlined by SY who said that there were 14 residents Iorwerth Jones is now temporarily providing respite care beds.

NB stated that the proposals include for the Local Health Board to develop Iorwerth Jones for use by people from Whitchurch Hospital, but discussions are still taking place.

The Trade Unions said they had never been told about the NHS taking over and have not been consulted on this. The proposal was for the Council and LHB to run the facility jointly.

SY said that no agreement has been reached with the LHB. The report seeks the approval to consult residents on the future use of the home.

The Trade Unions said that consultation is on the closure. Unions have never been formally consulted and do not know the full decision therefore cannot assist in implementation?

NB stated that different practices need to be adopted in relation to consultation in the future. She explained that Adult Services were faced at month three with a £5.9m overspend and urgent actions needed to be considered. There was little time to prepare EBM Report. This pressure has not allowed full dialogue.

The Trade Unions questioned at what stage was the financial problem picked up.

CS stated that the problem was first picked up in July, a projected deficit of £5.9m. Month three is the first review of the current year. Regular meetings have been held since to consider the matter as the potential overspend has been increasing.

She added that the Council have looked at Continuing Healthcare – proceedings were issued on one case and agreement was reached that the LHB would fund 75% and Cardiff Council 25%. This was finalised between months three and five. The reduced recovery of payment of 25% took Adult Services to a projected £7.5m overspend.

Last year month eight predicted an overspend of £2m and the budget for 2006/7 catered for this. When the budget for 2005/6 was finalised it showed a projected £4.2m overspend.

She stressed that services need to be more attuned to logging “commitments” so that budget overspend becomes apparent.

The Trade Unions said that they were not told about the £4.2m overspend and asked why bigger deal is being made of this overspend this year.

CS stated that last year we could balance the position. We had windfall income of £2.6m from waste management. This year Cardiff Council cannot manage the overspend. It is accepted that the Council as a whole needs to meet this years overspend.

The Trade Unions stated that Social Services is seen as a burden and no doubt will be outsourced. The asked why are home care workers being picked on.

NB said she had not heard anyone describe Social Services as a burden. The Leader and the Chief Executive have said that budgetary issue is a Council problem and needs to be managed across the Council.

Trade unions stressed need for Councillors to be present at these meetings.

## **5. Domiciliary Care**

NB – said that a Proposal to increase domiciliary care cost by £1 to £8.95 per hour has been made.

SY added that the charge is based on income and capital and that the issues are the unit costs.

## **6. Home Care**

The Trade Unions asked whether Cartrefi Cymru is affected by redundancies or would Cardiff Council give work to Cartrefi Cymru instead of in house home care service.

NB said the aim is to manage the overspend and determine what Cardiff Council needs to do itself and what can be contracted out because that will be more economical.

The Trade Unions stated their aim is to keep staff in work and if that means bringing services in- house that are outsourced, then so be it.

The GMB advised that they would forward questions to NB by the end of the day.

**Date of next meeting: 30<sup>th</sup> October 2006 @ 1.30pm Committee Room 4**

**Adult Services Task and Finish Group with Trade Unions**  
**30<sup>th</sup> October 2006**

**Present:**

**Transport and General Workers Union**

Mike Formosa

John Toner

**Unison**

Mark Turner

Linda Webb-Thornton

Ryan Williams

Ann Harrington

**GMB**

Cheryl Quinn

Suzanne Harvey

Ken Daniels

**Amicus**

Mike Love

Andy Gardner

Neelam Bhardwaja

Michael Murphy

Stuart Young

Ian Cutler

Philip Lenz

Dawn Thomas

Allan Evans

Steve Jarman

Paul Anderton

Paul Buyers

Corporate Director – Opportunities

Chief Adult Services Officer

Adult Services

Adult Services

Human Resources

Human Resources

Financial Services

Research and Community Engagement

Legal and Democratic Services

Scrutiny Change Efficiency

Cllr John Dixon

Cllr Mark Stephens

**ACTION**

NB introduced Michael Murphy, Chief Officer Adult Services.

JD informed the Group that he and Cllr Stephens would be

present for the first half hour of the meeting as they had to

leave to attend an Executive briefing meeting. They were

present to listen to what was being said. He stressed that he wanted to make it clear that it was unsustainable to carry the Adult Services overspend forward into future years.

MS added that they were not there to get involved in a management and unions issues. Tough decisions had to be made to address a growing financial overspend. Adult Services have been allocated 19.3% to 22.2% of Council resources over 2 years.

GMB brought up the issue of an e-mail about a tea time call out which said that there was no capacity to pick up this call by home care staff. GMB said that these were the type of e-mails trade unions had to deal with when he knew that there were available staff. This sort of thing should not be taken on by agency staff and that clients wanted continuity of care. He found it hard to believe that there was no one to cover this tea run.

SY confirmed that agreement given not to move care from home care to independent sector and confirmed that AS had done what they said they would do.

NB stated that she was not prepared to have service users at risk. If there was no capacity in house, the Council still has a duty to meet that need and to cover calls using external providers.

TU stated that integrity and professionalism is provided in-house and that there is the capacity in house and needs to be given the opportunity to meet those needs.

GMB stated that figures showed home care as under-spent by 230,000 and asked the question why was home care singled out for staff cuts?

TGWU said Task and Finish Group was set up to facilitate constructive dialogue rather than manning picket lines. Trade unions want a way forward in partnership and to make a contribution to delivery of service.

NB welcomed these comments.

David Mcmanus from Adult Services gave a presentation on the Eligibility Criteria.

GMB enquired as to how many clients have been taken out of the service area?

IC replied he would have to check the information. Reinforced that the purpose of the eligibility criteria was to make sure that everybody had equal access to services.

NB stated that it's not something Cardiff Council has introduced unilaterally. All Councils have to have Eligibility Criteria. All Councils in Wales had set their eligibility criteria at the same level as Cardiff.

Trade unions expressed their concern about not being consulted on the Eligibility Criteria at the time it was approved.

MS explained that number one priority is Social Services financial demands and can't meet them on moderate levels as that would impact on Council to deliver other services.

JD re-iterated how working partnerships would allow clear responsibilities on both sides – constructive dialogue together would help for all to be focussed.

JD & MS stated that Unified Assessment criteria was decided in December 2004 – papers directed to Executive was result of prior consultation and long before this administration took over.

NB expressed her concern that unions were not aware of what was on Executive Agenda. NB stated that unions should take responsibility for knowing what was on Executive Agenda as this is a public document available a week before the meeting.

GMB stated unified assessment has not identified why 200 home care staff have to go, unless there is more information?

NB explained that the service needs to be looked at as a whole and what range of services have to be provided.

IC



Trade Unions felt that the ECC statistics given by authority on home care staff sickness is no basis for targeting the home care group of low paid women. Why those reasons were given at ECC and the subsequent use of agency staff was not the truth. They wanted 200 redundancies taken off the table and requests for voluntary severance stopped.

NB explained that unfortunately information had got mixed up. Adult Services cover and sickness was in residential care and not home care. NB apologised for the mix up. Home care staff are not being given compulsory redundancies. The Council has a policy of voluntary severance and home care staff were being asked to express an interest.

The options for the task and finish group are:

1. do specific work on each proposal, set up small groups to look at detail of individual proposals.
2. look at proposals as a larger group at two whole day meetings.

TGWU felt that the best way to provide direct services is in-house, it is a fundamental principle. They would welcome a commitment to take on board a need for a statement of some sort and to have the proposal of job losses taken off the table so that these discussions are not tainted by this, rather to have dialogue with transparency and honesty. We need to

start with a clean slate – including Iorwerth Jones.

NB emphasised that in relation to home care and people's expression of interest will not be actioned until the matter have been through appropriate consultation and democratic processes

Trade Unions stated that names for voluntary severance were given under duress because of threat of redundancies.

SY stressed that all home care staff were written to just to seek expressions of interest – no one targeted. This is a process to look at possibly re-shaping the service.

TGWU asked if requests for VS had gone to the whole of Adult Services?

SY confirmed that request had gone just to home care staff this is the Service being considered for reconfiguration. He stated that this information would have been needed to take matters to ECC meeting.

NB explained that year on year Social Services budget has risen – this situation cannot be sustained. The aim of the work is:

1. management of overspend this year
2. have a strong foundation for next year's financial management

Unison accepted the principle that a level of reduction in care staff could be achieved naturally from wastage.

SY explained that incremental change might have to be achieved over a short period of time.

AE gave financial position. In order to balance Council budget on services 4 million savings has to be found. With overspend still increasing corporate measures have included the slowing down of expenditure for agency staff. Current year increased significantly and measures have to be put into place to bring things back into line by holding back on certain expenditure. Next year Adult Services have to put the base right and look at any future growth and savings.

GMB asked about question 16 "Can you confirm that when asked about the high cost of Agency cover that no agency cover is used in home care as they cover this themselves, then please can you tell me how is it then that you are proposing to downsize by 200 care workers as you do not know what the client base is going to be left in the new service. Please can you explain in detail how you came to the figure of 200". Home care is not an issue due to the under-spend. The Commissioning Strategy needs to be broken down. On costs have to be paid for. It doesn't stay at front line services.

AE explained that expenditure on commissioning and social

work team for older people need to be broken down.

GMB expressed concern about Learning Disability Services and how They have no control of external expenditure.

AE explained that this is determined by need and the Commissioning Strategy.

GMB asked if internal services are so expensive to run?

AE replied that Managers are looking at whole picture and at efficiencies of service.

GMB asked about the Commissioning Strategy and about how much the Council is hoping to save?

IC replied that 3 million from independent sector. The Council needs to make level of savings and make improvements. 14 million of Adult Services Budget goes to that.

PL said that the Council would welcome the opportunity to discuss re: WLGA Benchmarking and managing sickness.

NB –stated that we need to be specific about general improvement. It was suggested 1 or 2 days with the following agenda :

1. Reconfiguration of day care services
2. Iorwerth Jones
3. Home care services

4. reviewing cost of charging

Learning disabilities would be a separate issue and dealt with outside this group.

GMB requested an update on Meal of Wheels

SY confirmed that evaluation of tenders was to start next week.

GMB queried the 93,000 overspend?

SY explained that the budget was reduced as savings were in the budget for this year.

NB further explained that year on year the service is asked to make savings whether achievable or not.

GMB expressed their concern about lack of consultation over budgetary issues.

NB assured the trade unions that there will be better consultation and a proper dialogue for 07/08 budget preparation.

GMB concerned about externalising meals on wheels?

SY stated Budget was originally 300,000; 150,000 left in as expected to make savings of £150,000.

GMB stated that by making cuts then the service will be out-sourced.

NB explained that if in-house service could provide the service within that cost then it could do so, otherwise external provider would need to be sought.

PA assured the trade unions that Procurement processes were followed in relation to all areas including luncheon clubs  
SY informed the trade unions that there is an Officer Decision Report.

GMB asked to see the Procurement documentation. This will be provided at the next meeting.

GMB stated there should be no grants for luncheon clubs for low level of care.

Trade Unions asked what level of specification? What is expected of the voluntary sector? How much will it cost? How much equivalent to in house costs? What costs internally now, and in comparison to voluntary service and what level of grants?

NB assured the trade unions that this information will be provided and explained that certain questions are for officers and certain questions for politicians.

Trade Unions raised issue of Spot contracts moving to block providers.

SY stated that management will review the situation and report back to next meeting

Meeting concluded that two whole day meetings to be set up  
with a break in between to facilitate further discussions.

Thursday 9<sup>th</sup> November has been arranged.

## CITY AND COUNTY OF CARDIFF

### ADULT SERVICES TASK AND FINISH GROUP WITH TRADE UNIONS 9<sup>TH</sup> NOVEMBER, 2006

#### Present:

#### Transport and General Workers Union

Mike Formosa  
John Toner

#### Unison

Mark Turner  
Ryan Williams  
Fran Rawlings

#### GMB

Cheryl Quinn  
Suzanne Harvey

#### Amicus

Mike Love

Neelam Bhardwaja  
Michael Murphy  
Stuart Young  
Philip Lenz  
Dawn Thomas  
Bryan Johnson  
Christina Lloyd  
Allan Evans

Corporate Director – Opportunities  
Chief Adult Services Officer  
Adult Services  
Human Resources  
Human Resources  
Human Resources  
Human Resources  
Financial Services

#### Action

PL opened the meeting by making reference to a pre meeting  
Kate Berry had with trade unions to help clarify the decision  
making process and the role of the Task and Finish Group.

- Task and finish group is not a decision making forum.
- The main purpose is to provide information about each of the proposals as trade unions had requested.



- The executive has already made decisions re:
  - consult service users re: increased unit charge for home care
  - consult on future of Iorwerth Jones
  - consult on reconfiguration of day care centres (older people)

Trade unions and staff will be consulted as part of wider consultation in relation to Iorwerth Jones and reconfiguration of day centres.

The reconfiguration of home care services is the main focus for the task and finish group. The proposal will be presented for discussion and feedback.

### **1. Unit Charging to Service Users**

An up date was provided by Stuart Young on the proposed increase to unit costs for Domiciliary Care. Cost for people who are assessed to pay for care is at the top level i.e. £21,500.

548 service users will be affected by the increase of £1.

Consultation with services users is outlined in EBM report. It was explained that there is a statutory legal process that we have to go through. T&F Group cannot influence or change this decision. Service Area anticipates raising £100,000 additional income in a full year.

AE to  
confirm

Unions stated that it was difficult to get people to pay and NB explained that income does go up and down and that these are rough figures.

## **2. Update on Iorwerth Jones**

SY explained that in the Executive Report of 12<sup>th</sup> October 2006 the executive decision was to consult with service users. The Council is proposing to start the consultation process next week with relatives to facilitate the provision of their views. Advocacy organisations will be assisting service users and consultation will be meaningful. All parties will be consulted. Consultation on feedback will be given to the Executive. Lengthy discussions with the LHB and Trust around use of building, as part of the Health and Social Care improvement for people with mental health issues, are ongoing. A consultation document will be produced which will come back to this meeting on 17<sup>th</sup> November to agree a staff consultation process. LHB intentions will then be clearer and the consultation process will take place over the next 2 months.

NB confirmed that she has received a letter from the LHB on the 7<sup>th</sup> November, 2006 confirming that LHB wishes to commission Iorwerth Jones from April 2007.

SY confirmed that the Council is negotiating a brief with Age Concern as an arms length approach, to provide an advocacy service.

PL explained that the Council is required to consult with staff and share documents with staff, residents and relatives.

Unison requested clarity on what staff can and cannot do in relation to discussing issues, as staff have been disciplined in the past and accused of trying to influence service users. They are in a very difficult position.

PL confirmed that at 17<sup>th</sup> November meeting trade unions will be given a draft of 'rules of engagement' brief which can be discussed and amended following feedback.

PL

Trade unions confirmed that this would be welcomed.

### **3. Hafod Homes Update**

NB explained that the Council served a formal notice on Hafod Homes which terminates the contract on 30<sup>th</sup> November, 2006. Behind the scenes negotiations are continuing. An update will be provided at the next meeting.

B/F next meeting

SY confirmed that there are seven homes in this contractual agreement. Both organisations are committed to maintaining services for service users.

The Council has given Hafod a clear position on the action required. The Council's position weakens, the longer this matter is left unattended.

Trade Unions asked if the Council is looking to continue with Hafod?

NB confirmed that the Council is looking at a number of options to secure an agreement that will not cost the Council more than it should.

#### **4. Day Care Services**

SY stated that issues that were raised in the service area monthly meeting about the reconfiguration of learning disability day services will be taken forward at a separate meeting which will be attended by Service Managers, Stuart Young, Carol Parker, Dawn Thomas and Michael Murphy. MM will Chair the meeting.

Trade Unions made the point that there is a need to take the opportunity of a cascading up of action points to service are JCC.

Day Centres for older people :

SY explained that there was nothing more to report than last time. The Council is following a Procurement Process with an advert in press last Thursday and that process is ongoing. A report will be provided to the next meeting on 17<sup>th</sup> November to demonstrate that correct procedures have been followed. The process is intended to maintain centres as luncheon clubs.

SY

NB reminded the meeting that £50,000 a year has been set aside in budget for voluntary sector for 5 years for services to be developed across the city.

GMB expressed concerned about procurement process and asked what the level of service is and the grant would be.

SY confirmed that the GMB requested the service specification which had been sent to them. Within eligibility criteria, critical and substantial risk, luncheon clubs are not a statutory care service. The system is that people come along to socialise and eat a meal, it does not come under a service the Council would be providing.

Trade Unions asked about Day Centres And who could attend and also queried whether people would have a unified assessment showing critical or substantial need.

NB explained that it is not the service that is statutory, it is the assessed needs of people who meet the eligibility criteria that have to be met.

Trade Unions explained how complicated they found this issue and said it would be most helpful to be provided with a lay persons guide on what constitutes statutory services etc.

MM to action request.

Trade Unions asked why the Council has taken the decision only to provide a Day Service to those who meet the statutory need and confirmed that they have expressed their concerns to the Councillors.

NB explained that a Council is required to set eligibility criteria. If a Council chooses to meet any need outside that criteria it could leave itself open to judicial review if the needs of all the people in that category are not met.

MM

Trade Unions commented that the Council was in future going to be providing the same service via a grant rather than direct service provision and questioned whether the Council was a Commissioner of Services rather than provider.

PL confirmed that the Council was still a deliverer of services to people with critical and substantial needs and within day care services and would provide access to luncheon clubs. In April 2005 this Council, along with most others in Wales, made the decision to provide services to people whose needs were assessed as critical and substantial.

Trade Unions stated that they believe that services should be provided by employees of the authority.

NB explained that that was more a political discussion with elected members and not a matter for this group.

Trade Unions agreed that if the Council is providing the funding then services should be provided by employees.

Trade Unions stated that they had had similar discussions regarding meals on wheels outsourcing but understood there were no in house bids. They enquired whether it would be

possible to have the schools service DSU provide luncheon clubs and meals on wheels. as this would mean that the services would not be provided directly by Adult Services but instead by arrangement with Council's catering DSU. It was agreed to provide information on Meals on Wheels procurement process at the next meeting.

MM agreed that the way in which we deal with care services require that length and breadth of discussion.

Trade Unions welcomed this approach.

NB reminded people that in this discussion the role of the Voluntary Sector can not be overlooked. The Council is a partner in the Voluntary Sector Compact.

NB confirmed that the Council is taking legal and procurement advice and functioning in line with these requirements.

## **5. Home Care Update**

NB expressed the Councils wish to engage with Trade Unions in a detailed service improvement. It was accepted that the need to bring forward the proposals for reconfiguration of the service had caused confusion.

Trade Unions asked what this meant in terms of job losses and SY explained that the Council will look at the demands on the service and consider the options.

Trade Unions confirmed that they are hoping for fundamental points that they can look at, consider and come back to the Council with options that can be costed and to develop a way forward together.

NB confirmed that the Council could do that and further stated that If there are different ways of doing things they would be considered objectively, but they have to be deliverable.

The Council will provide a proper position statement. Trade Unions can then consider this and come with any proposals which could be considered and costed.

Trade Unions asked why Home Care was being targeted when the financial information indicates that home care is not the problem. Other services need to be reviewed to find out where



the overspends are and how they came about. This would help find solutions. Home care should not be sacrificed.

NB explained that proposals had to be made to aid the management of the budget in future years even if no savings are delivered this year. Plans to reconfigure home care had been in place for some time but the overspend had brought things forward. Home care service already has block contracts and has been looking at reconfiguration for some time.

AE explained the financial position. The overspends are in 2 main areas. £2.3million on Council staffed residential and nursing homes mainly due to the need for high levels of agency staff as a result of the implementation of care standards and the need to cover absences such as sickness. The other area was commissioning with a projected overspend of £4.6 million largely due to the on-going growth in the number and cost of care packages required to meet client needs. The need to spend in both these areas is a statutory requirement and therefore it is difficult to identify efficiencies or savings in these areas. The service area has therefore had to examine all areas of its spend in order to try to find efficiencies and savings which could help to offset the overspends.

## **6. Recruitment, Retention and Sickness Management**

DT gave a presentation on addressing recruitment, retention and family friendly issues in Adult Services and circulated a

copy of the presentation. The presentation drew references to the work that had been piloted in Wrexham on work/life balance.

PL mentioned Council stand at CIA for Job Scene Wales. He felt the Council could improve selling local authority or indeed Adult Services and social care in general. Ways of bringing staff into Adult Services need to be looked at and agree some principles for T&F group to discuss and feedback to ECC. Union support and commitment would be needed for this.

Trade  
Unions

Trade Unions stated that Chwarae Teg had interesting statistics in terms of case loads and sickness. Trade Unions would welcome making a contribution and looking at a career path for the care sector to include improvement in personal development and to ensure protection of staff for the future. Looking at terms and conditions is a sensitive area for members and whilst trade unions welcomed the opportunity to be part of the process and to pilot ideas, members would need to be assured that this would not affect their terms and conditions and salaries.

BJ suggested looking at the broader context and different ways of providing services and remunerating people for engaging in this change and providing this service.

Trade union explained that when Council stopped paying agency workers all service managers were given an extra

caseloads.

DT replied that that is why we need to look at how we can address these issues.

Trade Unions said that they would welcome sub groups to look at terms and conditions. Team managers should be trained on family friendly policies.

PL agreed that the T&F Group has a start an end date but there needs to be continuing work to look at these issues.

Trade Unions felt that training and reconfiguration of home carers skills would provide them with the skills they would need to assist in any necessary redeployment.

PL gave an update on the proposals that were contained in the ECC report in July 2006.

CL explained further the York Scheme and their statistics and cost savings.

CL shared the experiences of Carmarthen Council's approach as outlined in the July ECC report.

Trade Unions stated that there is a need to ensure consistency of application of the sickness management policy and training for managers on how to apply it in a fair and transparent way.

The Trade Unions stated that a more positive approach would be to use the term "Attendance Management" rather than "sickness management" as this conveyed a different message

to staff.

PL requested that trade unions provide feedback on the presentation so that this could be incorporated in to the ECC report.

It was agreed that 4 groups would take forward the following proposals:

- Work Life Balance
- Training and Development
- Terms and Conditions
- Attendance Management – Pilots

**Date of next meeting : Friday 17<sup>th</sup> November, 2006.**

CITY AND COUNTY OF CARDIFF

ADULT SERVICES TASK AND FINISH GROUP WITH TRADE UNIONS  
17<sup>TH</sup> NOVEMBER, 2006

**Present:**

**Transport and General Workers Union**

L R Coles

**Unison**

Linda Webb-Thornton

Ryan Williams

Ann Harrington

**GMB**

Mike Payne

Andy Davies

Cheryl Quinn

Ken Daniels

**Amicus**

Mike Love

Andy Gardner

Neelam Bhardwaja

Michael Murphy

Philip Lenz

Dawn Thomas

Bryan Johnson

Allan Evans

Paul Byers

Corporate Director – Opportunities

Chief Adult Services Officer

Human Resources

Human Resources

Human Resources

Financial Services

Scrutiny, Change and Efficiency

**Apologies** – Stuart Young – Operational Manager Adult Services

ACTION

As discussed at the Task and Finish Group on 17<sup>th</sup>

November, papers were circulated as follows:

- Consultation Report to Consider the Future Use of  
Iorwerth Jones Home in Llanishen

- Advert for Procurement of Meals on Wheels Provider in Partnership with CCC
- Draft Protocol for Staff re: Consultation Process with Service Users
- Draft Briefing Paper : Consultation with Service Users in Respect of the Proposed Increase to the Unit Cost
- Service Specification – Cardiff Meals Service
- Tender for the Supply of Goods and Services – Meals Service
- Officer Decision Report : Meals on Wheels Service
- Advert Day Services for Older People
- Draft Report – Day Care for Older People – Development Partnerships with the Voluntary Sector
- Days Services for Older People – Services Specification for Partnership Luncheon Clubs
- Register of Executive Decisions Taken by the CEX and Corporate Directors

Trade unions expressed their concern about the lateness of receiving documents not giving them enough time to comment. They highlighted that it had been agreed originally that two x 1 day sessions be held to go through

issues in detail.

GMB expressed their concern that representatives who had wished to attend for discussion on Iorwerth Jones had been instructed to return to work today and could not attend this meeting. Trade unions are concerned about decisions being steamrollered through and that decisions have already been made.

NB was still concerned about the lack of clarity for some people of purpose of Task and Finish Group. This had been the subject of previous discussions between trade unions and PL/KB. The Task and Finish Group was set up to provide information on 4 proposals and enter into dialogue about the home care service.

Trade unions asked where the Council was with discussions with LHB? Trade unions were told no progress had been made and yet article in yesterday's Echo has thrown doubt on that.

NB distributed a copy of a letter she had received from the LHB informing the Council of their decision.

PL confirmed that this letter had been discussed at the last Task and Finish Group. Unfortunately, those representatives not present last week were not aware of this. PL suggested that consistency of representation was

needed at these meetings.

Trade unions felt that consistency of representation is a Council issue and to achieve this they would need to give more notice and have meetings diaried in advance. They requested that the meeting scheduled for the 22<sup>nd</sup> November be rearranged due to some representatives not being able to attend. They expressed concern that detailed information on Home Care was not on today's agenda.

NB explained that there are a number of points to discuss. Overspends – financial data has been provided. Decision already taken for 3 centres to be turned into luncheon clubs and have already gone through procurement process. Documentation has already been provided in relation to this.

Trade unions stated that Council has a statutory duty to consult with those clients.

NB –reiterated that dialogue had already taken place in relation to day centres.

PL acknowledged that we had agreed to update the meeting on home care. He explained, however, that SY was not available today which is why we have rescheduled to next week. The purpose of this meeting was to provide information that trade unions had requested at the last



meeting.

Unison stated that they received an e-mail telling them of the changes to the arrangements but were unhappy with the short notice and change to previous agreement.

NB reminded that trade unions that the agenda was agreed at last weeks meeting.

Trade unions stated that meetings need to be set in advance and that they were told that top of the agenda would be home care and it's not on the agenda.

Trade unions requested copies of the minutes that were taken for all Task and Finish Group meetings. A letter dated 7<sup>th</sup> October was sent to all staff at lorwerth Jones giving 3 options, sell privately, sell to develop, sell to LHB. This was sent prior to any consultation with trade unions.

MM stated that he was happy to discuss how to engaged more effectively with Trade Unions in the future

Trade unions stated that consultation should start at the earliest possible stage and would welcome this discussion, and the opportunity to input to the process as soon as possible.

NB stated that now regular JCC's are happening very little should be coming as a surprise. However, given the current position regarding overspend the Council had to

come up with proposals to manage overspend and had to take some immediate actions.

1. Feedback /update as agreed at Task and Finish Group meeting held on the 9<sup>th</sup> November

- Additional income from raising home care charges

Two separate figures – income from home care.

AE – It was confirmed that additional income from implementation of this process in full year would be £73,000

- Consultation Document re: Iorwerth Jones

Circulated and discussed. MM confirmed that consultation process with Service Users had begun yesterday and potential alternative proposals had been identified and would be considered.

Letter circulated from LHB for Information. Trade unions asked why it had taken 7 days to be circulated?

NB stated that information re: the content of the letter was provided at last week's meeting and it was being circulated today to evidence the date of receipt.

- 'Rules of Engagement' guidance for staff

Draft document circulated as requested to trade unions at previous meeting for trade union comment.

Any feedback to be given to HR.

- Hafod Homes

No further update – served notice expires on 30<sup>th</sup> November. Still waiting to hear Hafod's intention and will then consult with trade unions regarding future proposals

- Procurement process re: Meals on Wheels

The Trade Unions asked for confirmation that tender documents had been issued and expressed their disappointment that there had not been an in-house bid.

They also registered concern that staff could be exposed to potentially disadvantageous terms and conditions re: pensions unless proper recognition of Admitted Body status.

2. Any other Business

Trade unions requested to reschedule next week's meeting as some representatives were unable to attend..

Trade unions stated that they would provide comments in writing re Tesco's, York and

Trade Unions

Carmarthen occupational health and absence  
schemes to HR.

**Next meeting Friday 24<sup>th</sup> November, 2006**

ADULT SERVICES TASK & FINISH GROUP WITH TRADE  
UNIONS

24 NOVEMBER 2006

**Present:**

Transport & General Workers Union - **Laurence Coles; Mike Formosa**

UNISON - **Ryan Williams; Linda Webb-Thornton**

GMB - **Ken Daniels; Andy Davis; Suzanne Harvey**

AMICUS - **Mike Love; Andy Gardener**

Neelam Bhardwaja, Corporate Director – Opportunities

Michael Murphy, Chief Adult Services Officer

**Philip Lenz, Human Resources**

Dawn Thomas, Human Resources

Caroline Bond, Human Resources

Paul Byers, Scrutiny Change & Efficiency

Allan Evans, Financial Services

Susan Schelewa, Adult Services

Stuart Young, Adult Services

Apologies: - **John Toner, Mike Payne, Bryan Johnson and Mark Turner**

Following introductions, NB ran through the agenda items to be discussed.

**1 : MINUTES**

The minutes of the previous meetings (23 October, 30 October, 9 November, 17 November 2006) were circulated. Concerns were raised that the minutes of the previous meetings had been circulated at short notice, and further time was required before approving them as correct records.

A request was made for it to be recorded that it was not acceptable to receive papers the day before the meeting and this was not deemed to be full consultation.

## **2 : HOME CARE**

Stuart Young, Operational Manager, Adult Services, made a presentation in respect of proposals for the Home Care Service.

Information was presented on the Drivers for Change, namely:

- Domiciliary Care Regulations and Standards;
- Ongoing discussions with staff and Trade Unions since 2003, following the Joint Review;
- NVQ targets;
- Need to target resources at those with greatest level of needs;
- The introduction of the eligibility criteria;
- Differential unit costs.

It was reported that the size of the workforce had been diminishing for some years due to natural wastage. Changing needs had to be reflected in a changing workload. It was reported that the workforce was reducing but although workloads were reducing, they were becoming more complex.

Reference was made to the future shape of the Service. The rationale for retaining an in-house service was detailed as follows:

- Better trained and more skilled staff;
- Greater accountability due to well established working with Commissioners and Health partners;
- Difficulties in commissioning care for very complex situations.

Susan Schelewa, Operational Manager, Adult Services, continued the presentation and provided a report on the Shape of the Service, including:

- Short-term Intervention Service – this team would take new cases and offer up to six weeks service to maximise independence and stabilise care packages;

- Reablement/Stroke Outreach Teams (joint working with Health) – these teams would facilitate hospital discharge and offer up to six weeks service to maximise independence;
- Elderly Care Assessment Scheme – prevention of hospital admission through provision of a Rapid Response Service for up to 14 days;
- Complex and challenging cases – across all Service User Groups, including Mental Health, Mental Health Services for Older People, Cardiff Medication Administration Scheme, Physical Disability, Substance Misuse.

To conclude, Stuart Young, outlined the process to be followed:

- VS offered to all staff;
- Scope out work which will be retained by the Home Care Service and which would be commissioned in the future;
- Establish size of workforce;
- Work with staff through expressions of interest to continue working in this service;
- Review terms and conditions to enhance flexibility and enhance unit cost.

Stuart Young referred to the “*Position Statement on the Home Care Service*” that had been circulated, and provided a brief outline of the main issues contained within the report.

NB invited questions and comments and the following main issues were identified:

- (i) Concern was raised with regard to the lack of detail being presented. A request was made to see a business plan as soon as possible. It was advised that the meeting today had been arranged to present a vision of where the Service wanted to be. Work was now needed on a business plan to include detailed costings and timescales.
- (ii) Concern was raised in relation to the target figure of the number of hours per week to be outsourced. In some cases outside providers

could not meet demands resulting in Home Care staff having to cover.

- (iii) Reference was made to the loss of over 600 hours of service, and it was advised that out of 1,800 service users, 300 still required a re-assessment of their needs.
- (iv) The meeting questioned the timescale for the Executive to approve the re-tendering of the Independent Sector Domiciliary Care. In response, it was advised that a report was going forward to the Executive in December. A request was made to see the tendering document and procurement process.
- (v) In response to a question AE outlined the cost of the current Service. The figures picked up the costs directly related to Service cost. There was no central on cost.
- (vi) With regard to the proposal to re-configure the In-house Service, the Position Statement detailed that sufficient staff would form the front-end services and remaining staff would form area teams. It was considered that there was a need to quantify that work was more complex and that new work was coming in.
- (vii) The meeting queried when the existing terms and conditions for Home Carers would be reviewed to include the introduction of new ways of working and whether they were proposals for a new pay grade. In response, it was advised that all Home Care staff had standard job descriptions. Home Carers would be able to have input and the new job descriptions would be available within one month.
- (viii) Reference was made to training, and it was reported that Home Carers training plans could be shared with Trade Unions to demonstrate the training that had been undertaken. There had been good progress in NVQ achievement and training undertaken particularly around Mental Health, Substance Misuse and Sign Language.
- (ix) A question was posed on the numbers that had applied for voluntary severance. The meeting was advised that this information could not be disclosed at this time. Strong concern was expressed with regard to this information not being disclosed. The Trade Union representative reported that he would ask for this information to be made available under the Freedom of Information Act 2000. If the



legal advice is that this information could not be shared, a request was put forward for a legal representative to attend the next meeting to provide an explanation.

- (x) The meeting was advised of the actions undertaken so far with regard to VS. A difficult budget round was anticipated and therefore cost and efficiency savings were required. The option of taking voluntary severance had been offered. An explanation had been given that there was no automatic entitlement to VS and even if there was an expression of interest, it did not commit the employer or the employee. Concern was expressed that details of the reconfiguration of Home Care were required before employees could consider whether they wished to express interest in VS.
- (xi) The costs of providing the Home Care Service were discussed. The Trade Unions considered that there was a need to identify costs specific to external providers. A detailed breakdown could be provided.
- (xii) The Trade Unions were informed of a problem concerning the provision of short-term intervention. Due to a loss of over 600 hours of service, there was no spare capacity at peak periods so an external provider was required to cover a small number of cases. The Trade Unions were willing for this arrangement to take place for the odd case in order to meet the needs of a few individual clients and asked that information in relation to this request be shared with them so that they understood the rationale behind the decision.

**AGREED – That**

- (i) a Council business case for the Home Care Service be provided to Trade Unions for consultation;
- (ii) arrangements be made for an Employment Conditions Committee to take place to provide a progress update report, and this report be provided to Trade Unions for consultation prior to the meeting;
- (iii) Home Carer Training Schedules be provided to the Trade Unions for information;
- (iv) a schedule of all future meetings be circulated to Trade Unions for information;

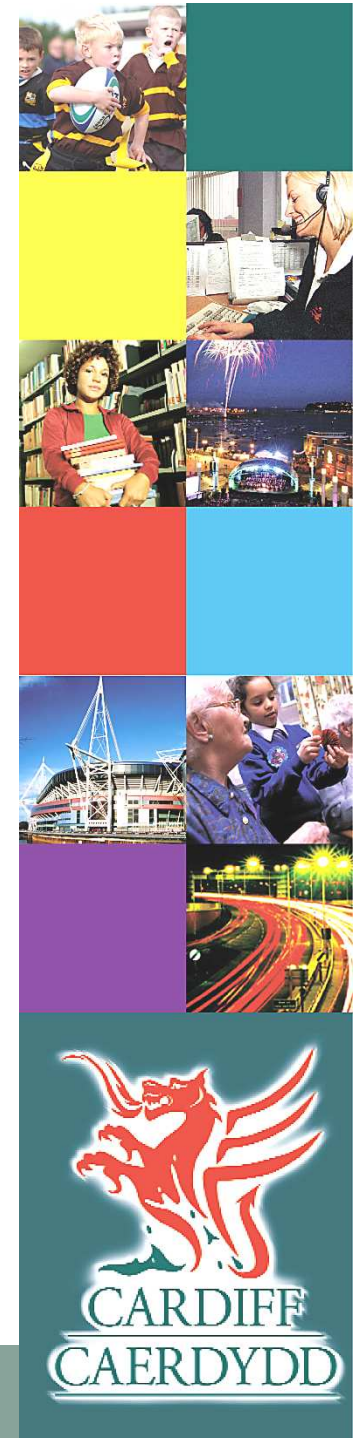
- (v) following a request, the following Trade Union representatives to receive hard copies of meeting papers: Andy Gardener, Mike Love and Ken Daniels.

**DRAFT – 28 NOVEMBER 2006**

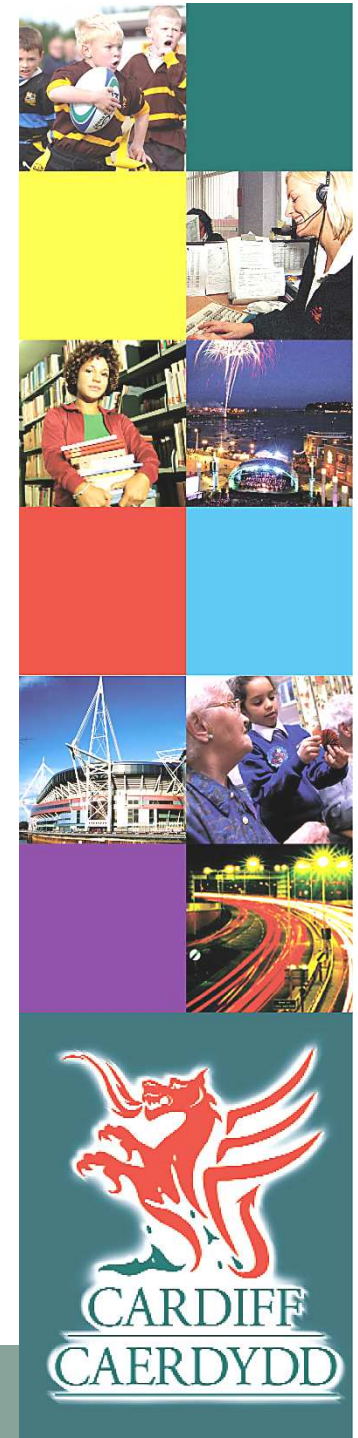
# Appendix B

## Proposals for the Home Care Service

**24<sup>th</sup> November, 2006**  
**Task and Finish Group**

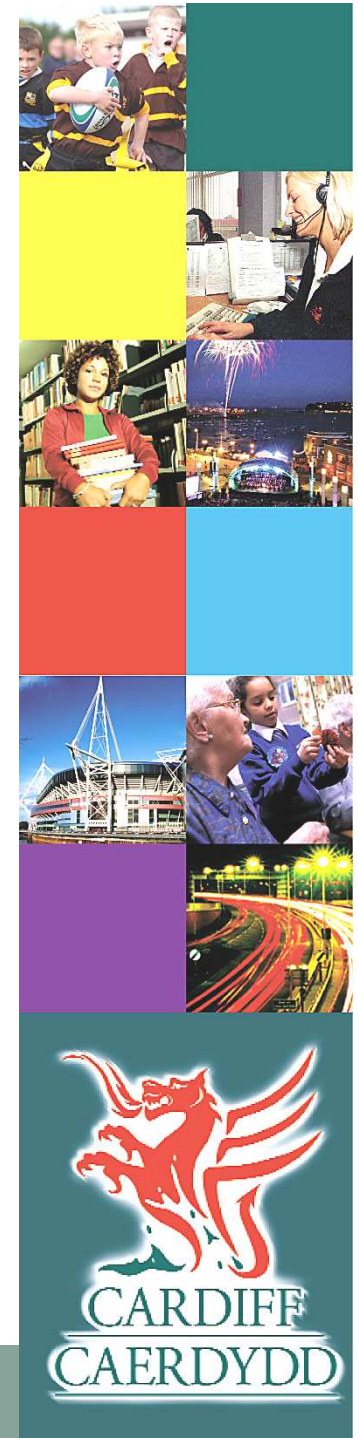


- **Drivers for Change**
- **Rationale**
- **Future shape of the Service**
- **Rationale for retaining in house service**
- **Process**



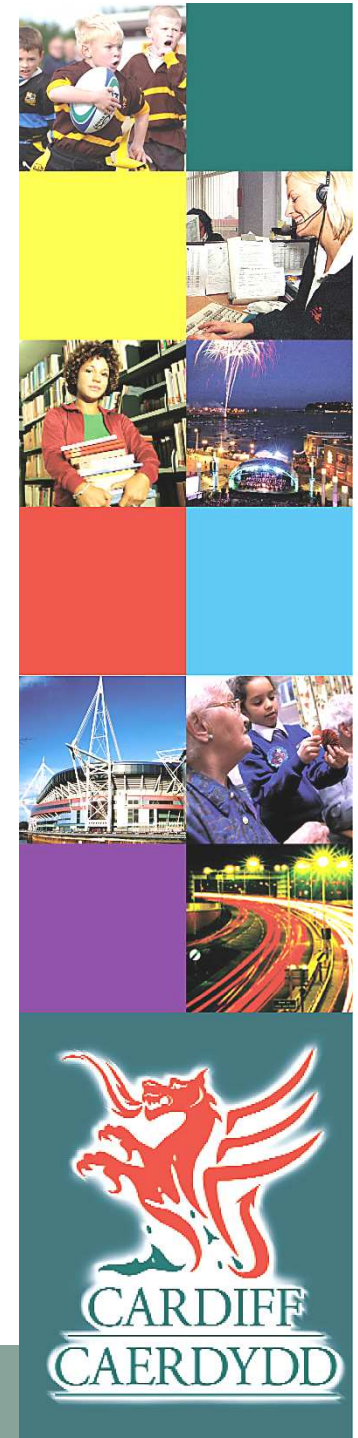
# Drivers for Change

- Domiciliary Care Regulations and Standards
- Ongoing discussions with staff and Trade Unions since 2003, following the Joint Review
- NVQ targets
- Need to target resources at those with greatest level of needs
- The introduction of the eligibility criteria
- Differential unit costs



# Rationale

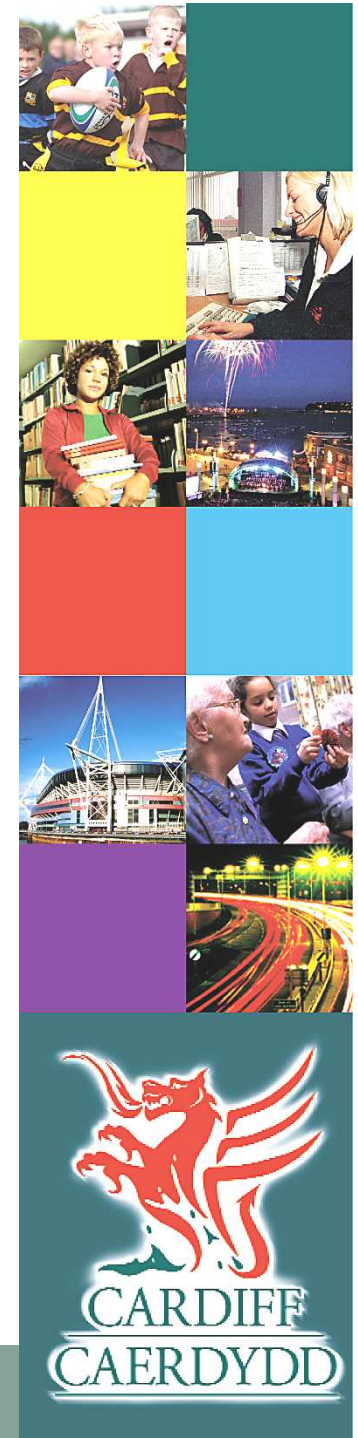
- Size of workforce has been diminishing for some years due to natural wastage
- Changing needs to be reflected in a changing workload
- ‘Chicken and egg’ – workforce reducing, but developing/workload reducing but becoming more complex





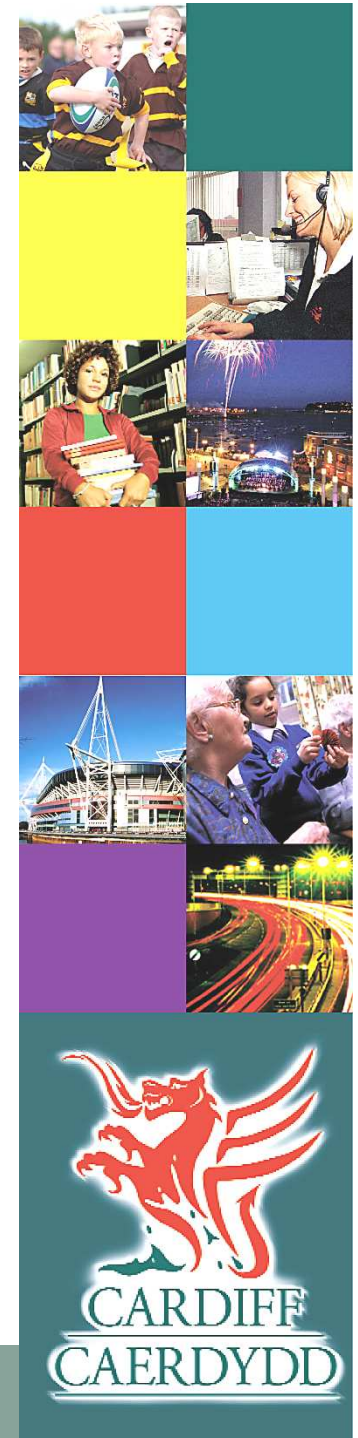
# Future shape of the Service

- ‘Front end’ services – aimed at maximising independence
  - Short Term Intervention Service, including nights
  - Reablement/SOS
  - ECAS
- Complex, challenging cases from all service user groups – service of ‘last resort’



# Rationale for retaining in house service

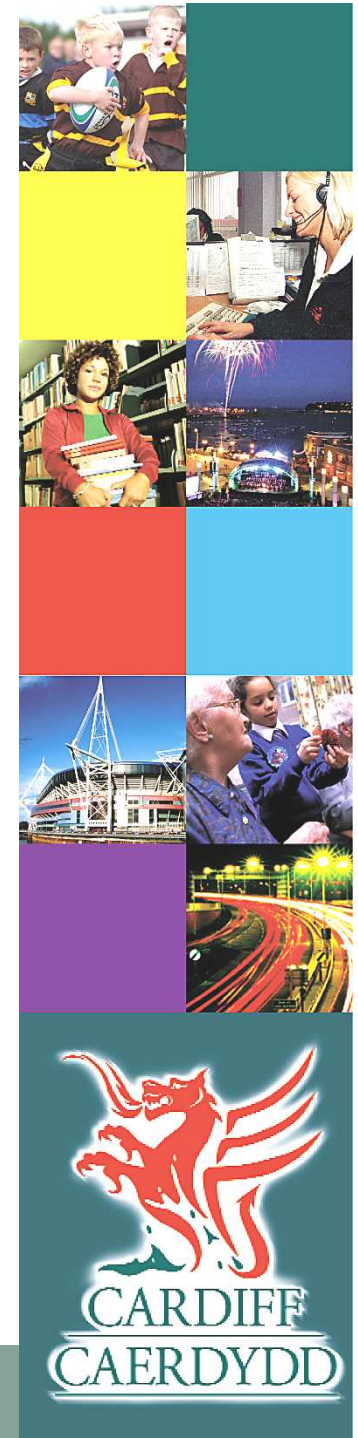
- Better trained and more skilled staff
- Greater accountability, due to well established working with commissioners and health partners
- Difficulties in commissioning care for very complex situations





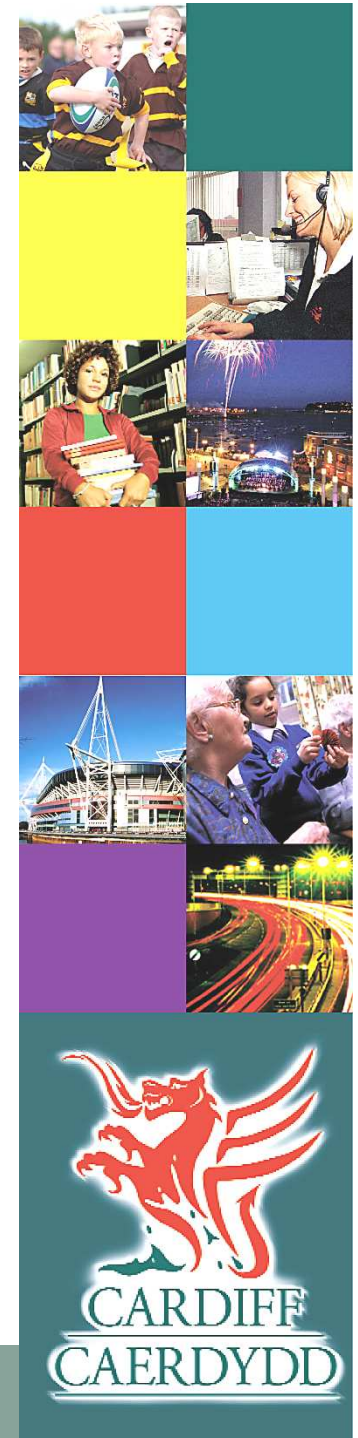
# Shape of Service

- Short Term Intervention Service (STIS)
- Reablement / Stroke Outreach Teams
- Elderly Care Assessment Scheme (ECAS)
- Complex & Challenging Cases



# Process

- VS offered to all staff
- Scope out work which will be retained by the Home Care Service and which would be commissioned in future
- Establish size of work force
- Work with staff through expressions of interest to continue working in the service
- Review terms & conditions to enhance flexibility and enhance unit cost



## **APPENDIX C**

### **Trade Union Responses to Sickness Management Proposals**

#### **UNISON**

UNISON believes that a knee jerk reaction caused by the overspend is not a justification or sound basis for revising the approach to the sickness absence policy only recently agreed. Not enough time has been given to assess the changes made and how the improved administration and management of sickness absence has impacted on sickness levels. In any case we believe it would not be fair to have any new scheme imposed on one service area or group of staff and could well be indirectly discriminatory.

We at Cardiff County UNISON have contacted our colleagues in York and the information we have received is that the 'York scheme' has not been successful in reducing sickness levels to any significant degree, has caused great upset and disruption, and is rumoured to be about to be 'reviewed'. We would therefore re-iterate our opposition to the York Scheme being adopted in Cardiff.

With regards to the Carmarthenshire Scheme, our colleagues there advise us that they would be very careful in adopting this policy without ensuring it differentiates:

- a) Between long term sickness and those on sick because of an injury sustained through work.
- b) Those with serious illness are given the full benefits of the sickness scheme. Occupational Health appear to aggregate the time on sick and the probable treatment period together. If these aggregate to over 12 months they look for dismissal on capability grounds.
- c) That the member is accompanied at every stage of the process.
- d) Be very careful when capability is mentioned. We have had a large number of staff dismissed because of capability, without release of pension. The employer appears to use capability as a tool to reduce costs.

They also advised that they have requested that the policy be revisited as they believe its adoption has had a detrimental effect on members at a time when they need support the most.

In conclusion, we would request that the existing scheme be continued in conjunction with the other measures to improve recruitment and retention in Adult Services and for the sickness absence levels to be assessed once these have had sufficient time to 'bed in'.

#### **Amicus**

Having considered the proposal concerning the sickness absence controls with reference to the sickness of York, Carmarthen and Tesco, the AMICUS Union is not willing to accept any of these schemes being installed with Cardiff City Council. It is our view that Cardiff City council's own scheme is more than adequate if correctly applied. We also feel that having a separate sickness absence policy for different

departments of the Council is not a good idea, and that the present policy that covers all the Council departments is the way it should remain.

**TGWU**

TGWU has also confirmed its agreement with the position put forward by UNISON.