

**Report of Chief Officer – Access and Care**

**Report to Director of Adult Social Services**

**Date: 14<sup>th</sup> May 2015**

**Subject: Facilities Management in Care Delivery**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. Adult Social Care's main business is to provide care and support to vulnerable adults in Leeds.
2. Currently within Care Delivery there are a number of services, predominately in Older People's Services, that not only provide care and support but also directly employ staff whose role involves facilities management services including , cleaning, catering and buildings maintenance as a part of their day to day operations. These staff are line managed by the manager of the establishment concerned.
3. Discussions have been taking place with the Head of Service in CEL (Civic Enterprise Leeds) in relation to these staff and it is now proposed that the functions that are not a part of ASC's core functions are transferred to Civic Enterprise Leeds whose core business is the delivery of facilities management and other services and that the transfer of staff is supported by the transfer of the existing funding for the services currently delivered.

**Recommendations**

4. The Director of Adult Social Services is recommended to approve the transfer of staff who deliver facilities management services within Care Delivery to CEL by the end of May 2015.
5. The Head of Service – Care Services will implement the decision.

## **1 Purpose of this report**

- 1.1 To provide the Director of Adult Social Services with the detail of the scope of the proposal, the numbers of staff involved and the budget resource to be transferred from ASC to CEL.
- 1.2 To seek the Director's approval of the transfer of the facilities management functions and associated staff to CEL by the end of May 2015

## **2 Background information**

- 2.1 Adult Social Care currently has a number of services in scope for this work being 11 residential care homes for older people, 3 with a day centre attached, a further 7 standalone day centres for older people. There is also the South Leeds Independence Centre [SLIC] which is a community bed base providing intermediate care and diagnostic services.
- 2.2 Of the 11 residential care homes 3 have been approved for closure and 2 are proposed to be a part of a community initiative that will take them out of local authority control. The homes approved for closure are; Manorfield, Spring Gardens and Knowle Manor. The Homes that will form a part of the community initiative are Home Lea House and Dolphin Manor. In addition a further 3 homes and attached day centres at Middlecross; Siegen Manor and The Green will be subject to review in respect of proposed decommissioning.
- 2.3 The total cost of providing this service is £ 2.157m per annum. This consists of £ 1.677 for staff and £ 0.480m for catering, cleaning materials and uniforms net of meals income (of £0.117m) collected at the Day Centres.
- 2.4 There are a total of 69.14 FTE staff who currently deliver the service.
- 2.5 In the financial year 2013/14, in addition to the staffing cost described in 2.3 above, a total of £ 177K was spent on agency and additional staff hours to provide this service.

## **3 Main issues**

- 3.1 The catering and cleaning services are currently run locally with a small team being attached to each home. This arrangement does not encourage flexibility within the facilities management staff team if cover is needed in an alternative establishment leading to the use of additional hours or agency workers to cover gaps in the rota and ensure a safe and clean environment and appropriate catering service is maintained.
- 3.2 However there is a degree of flexibility in some establishments where some members of the FM team are trained and able to cover care staff roles when the need arises and help to reduce dependency on agency staff. It is anticipated that we will be able to continue this arrangement going forward following the transfer to CEL. A mechanism by which this can be achieved has yet to be agreed. When this is agreed it will form a part of the Service Level Agreement between ASC and CEL.

- 3.3 The staff transferred to Civic Enterprise Leeds [CEL] would be part of a much larger team that is able to work across all sites reducing the need to rely on additional hours and agency use to cover rotas. As the residential and day service reduces in size in line with decisions already taken by the Executive Board (with further potential closures ahead) it would be increasingly difficult to successfully redeploy all of the FM staff within directly provided services as a part of ASC.
- 3.4 The transfer of staff as set out in this report will provide a better opportunity for staff to continue in service with the Council if they wish to do so, and thus less risk of such staff being made redundant.
- 3.5 In the same way each service holds local revenue budgets to purchase food and cleaning materials to deliver the service. Materials and food are purchased in quantities to suit local needs. This arrangement does not always result the best price for the Council or in spending money wisely.
- 3.6 As a part of CEL supplies could be ordered centrally, obtaining the best possible price for goods, as they would be ordering greater quantities. In addition this arrangement should ensure greater compliance with corporate procurement objectives around spending with approved suppliers.
- 3.7 The transfer of staff would be supported by the development of a Service Level Agreement between ASC and CEL that would set out the service to be delivered and the cost to ASC. The agreement would be based on the model used for the provision of services at the South Leeds Independence Centre
- 3.8 The outcomes in this report would be completed by the end of May 2015 and would involve the residential care homes and day services listed below in 3.11.
- 3.9 The day centres at Frederick Hurdle; Laurel Bank; Radcliffe Lane; and Springfield are not included in the proposal to transfer cleaning / domestic staff as they already receive their FM services from CEL.
- 3.10 The catering service at Frederick Hurdle is currently provided under contract by Leeds Black Elders. This contract is due for renewal in 2014/15 and the catering for Frederick Hurdle will be within scope for the transfer of catering services to CEL.
- 3.11 The numbers of Staff involved are:

<b>Site</b>	<b>Grade</b>	<b>Number of Hours [FTE]</b>
SLIC	Chef - B1	30 [0.81]
	Second Chef – A3	37 [1]

	Domestics – A1	217.5 (5.88)
	Handyperson – A1	37 [1]
APNA	Chef – B1	15 [0.40]
	Assistant Cook – A2	15 [.40]
	Catering Assistant – A1	16.25 (not budgeted)
Middlecross (HOP & DC)	Chef – B1	37 (1)
	Second Chef (A3)	37 (1)
	Domestics – A1	197.5 (5.34)
	Handyperson – A1	37 [1]
Spring Gardens	Chef – B1	62 [1.68]
	Domestic – A1	169 [4.57]
Siegen Manor	Chef – B1	37 (1)
	Second Chef - A3	37 (1)
	Domestics – A1	194 [5.24]
	Boiler/Handyperson SES	37 (1)
The Green HOP & DC	Chef – B1	37 (1)
	Second Chef –A3	37 (1)

	Domestics – A1	210 (5.68)
Richmond House	Chef – B1	37 (1)
	Second Chef –A3	37 (1)
	Domestics – A1	156 (4.22)
Wykebeck Valley	Domestic – A1	10 [.27]
	Senior Catering Assistant – A1	23 (0.62)
Suffolk Court	Chef – B1	62 [1.67]
	Domestics – A1	170 [4.59]
Manorfield	Chef - B1	74 [2]
	Domestic - A1	160 [4.32]
Home Lea House	Chef - B1	62 [1.68]
	Domestic – A1	160 [4.32]
Dolphin Manor	Chef – B1	62 [1.68]
	Domestic – A1	170 [4.59]
	Handyperson – A1	37 [1]
Knowle Manor	Chef – B1	62 [1.68]
	Domestic – A1	160 [4.32]
Frederick Hurdle	Chef – B1	37 [1]

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The unions have been made aware of the discussions between ASC and CEL at routine operational meetings and updated on progress.
- 4.1.2 The proposals were discussed with local managers on 10/9/14. Following the Director's approval, consultation and engagement events to explain how the detail of how the new management arrangements will work will be held with all staff affected by the proposals. The unions will be invited to attend each of these meetings.
- 4.1.3 Since February 2015 there have been meetings between the Head of service – Care Services and the Head of Cleaning and Catering with the unions and they continue to be briefed at routine business meetings
- 4.1.4 There have been separate meetings with the catering and domestic staff to answer any questions and provide reassurance. These have been attended by union representatives.
- 4.1.5 The Head of Catering and Cleaning for CEL attended the Service Operational meeting with the unions on 21 April 2015 to discuss the proposals and answer any questions or concerns from union colleagues.
- 4.1.6 At the meeting the unions raised the question as to whether or not this proposal formed a part of the review currently being undertaken on the proposals to consult contained in last November's Executive Board Report on the future of residential and day care for older people. The Head of Service – Care Services gave an assurance that he would seek clarification from the programme team.
- 4.1.7 The programme team confirmed that the current review was focused on the specific proposals in the Executive Board report and the not the transfer of staff to CEL and that these proposals were not a part of the review and could proceed, subject to the Director's approval.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 An Equality Impact Screening has been undertaken and, if required, a full assessment will be undertaken as a part of the consultation and engagement process.

### **4.3 Council policies and City Priorities**

- 4.3.1 This proposal supports the need to spend money wisely and make the best use of existing resources.

### **4.4 Resources and value for money**

- 4.4.1 A Budget Action Plan of £100K is planned as a result of these proposals. This has been discussed with Finance Officers from CEL who accept this target.

4.4.2 This has been reflected in ASC's budget build for 2015/16 and £1.8m will be transferred to CEL, this represents £100K less than the £1.9m cost to ASC of providing the FM function in 2014/15.

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 The recommendation in this report will be a significant operational decision.

#### **4.6 Risk Management**

4.6.1 There has been consultation with the Programme Office to ensure that this transfer does not adversely affect plans for the creation of a Community Interest Group to manage Home Lea House / Dolphin Manor on behalf of the Council.

4.6.2 The staff being transferred will remain employees of the Council and their terms and conditions of service will be unaffected by this change.

### **5 Conclusions**

5.1 The proposed transfer represents efficiency savings of £100K per annum from 1/4/15.

5.2 The main proposal in this report is in line with other corporate initiatives taking place. The proposal offers advantages over the current arrangements in that FM services can be delivered to the same standard at a more competitive price by CEL and it will provide wider opportunities for staff development in the future as they will part of a wider, larger, service within the Council.

5.3 In addition the proposals should mean that staff affected will be at less risk of being made redundant if and when any further service closures take place.

### **6 Recommendations**

6.1 The Director of Adult Social Services is recommended to approve the transfer of staff who deliver facilities management services within Care Delivery to CEL by the end of May 2015.

6.2 The Head of Service – Care Services will implement the decision.

### **7 Background documents<sup>1</sup>**

7.1 None

---

<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.