

Case studies:

(1) Community Concern
Erewash *Home*
Comforts Team

(2) Home based care
service

Care at Home – North East Charity

- Social Service Directorate of the local authority - contract for > 3000 hours of domiciliary care
- Over £1m / year
- About 120 employees deliver care to appox. 200 older people 24 hours a day, 7 days a week every day of the year.
- No volunteers in delivery

Origin and rationale

- The first contract followed the Community Care Act (1990). Then it was for just 212 hours a week with 15 workers.
- We need reliable sources of income and this is one despite the problems.
- We can demonstrate how services for dependent older people can be done well, and provided in a way that people want.

Costing

- Not Full Cost Recovery (FCR) – a price is negotiated taking into account the social services 'pot of money', the organisation's overhead formula, and differential payments for different categories of user.
- The Council able to exert pressure because of the sheer size of the contracts - they also make contributions through Grant Aid.
- A PCT contract (much smaller) is FCR – "I would walk away if not but the council can call my bluff" Charity Chief Exec.

Benefits to stakeholders

- Changed the culture of home care services from 'housekeeping' (with in-house provision) to a 'personal care' approach
- Reduced costs per unit of service delivery
- The Council and the Charity have learned together
- The Council praised by the Audit Commission for partnership with the Charity

Challenges

- Contracting process: Can be 'cumbersome and burdensome' - the relationship with the council has become harder because of the professionalisation / bureaucratic nature of contracting.
- Cash flow: Unstable eg there was a big dip in income last year when several users died. (Service to younger disabled > reliable income)
- Employing people: When we first took the contract with the council we made a lot of mistakes employing care workers.
- Audit and Inspection: In principle good – in practice 'box ticking' – lack understanding of VCS.
- Keeping records A huge storage problem

Home Comforts Team – Community Concern Erewash (CCE)

- Several funding sources including Three Valleys Housing, Erewash Community Safety Partnership, Derbyshire County Council – each contract has specific targets – challenge for record keeping!
- Over £90k/ year
- 4 (+1 PT admin, 1 PT SE assessor) employees deliver help to 1,280 older people (most 80+)
- Volunteers help in service delivery, some paid workers were volunteers

Origin and rationale

- Evolved since 1998 – based on the community identifying an unmet need.
- Since 1998 had range of funders, we have a 'balancing act' to ensure we can satisfy our funders whilst carrying out our social care aims and objectives and retaining our independence as a charity.
- Since 1998 extended area of service delivery from one community (Cotmanhay) to the entire borough, and we now receive referrals from a number of organisations, and have a more diverse client group.
- We can demonstrate how services for dependent older people can be done well, and provided in a way that people want – feedback - quality of service exceeds expectations

Costing

- Each bid we submit based on FCR, but limited pots of money available, each funder has upper limits
- Cover the service by combination of funding streams, income generation, and paid workers on relatively low wages
- Clients make small contribution (also have a Hardship Fund)

Benefits to stakeholders

- Supports independent living – enables older clients continue to live with dignity in their homes
- We deal with people's issues with speed, respect and confidentially which raises their self esteem and restores their confidence
- Many clients 80+ (oldest 101)
- Offer cost effective service to funders (saves legal costs, management costs, adverse publicity e.g. if breach tenancy agreement)

Challenges

- Secure funding base for the HCT – lack of job security, confidence, team on relatively low wages
- Managing community expectation of HCT services -demand for service outstrips our capacity to deliver – a victim of our own success!
- Current funding based on several funding streams – we have to meet targets set by several funders, at different times of the year - we measure hard and soft outcomes
- Management and administration of new targets – support and manage the team to change the way they work to meet new contract targets
- Deliver contracts as well as supporting New Dealers as part of the team