

# Night Warden Service

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	2 November 2023
<b>Portfolio Member:</b>	Councillor Alan Macro
<b>Date Portfolio Member agreed report:</b>	19 October 2023
<b>Report Author:</b>	Maria Shepherd, Joint Interim Service Director, Adult Social Care
<b>Forward Plan Ref:</b>	EX4456

## 1 Purpose of the Report

The purpose of this report is to seek agreement to de-commission the Night Warden Service.

## 2 Recommendations

- 2.1 To proceed with de-commissioning the service to achieve in year financial savings and financial savings in 2024/25.
- 2.2 To authorise the payment of redundancy costs as detailed in Part II of this report, in the event that it is not possible to redeploy staff.

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	This service costs £130k per year to run and is currently supporting 5 service users. The termination of this service will generate net savings of £40k in 2023/24 and £126k in 2024/25.  Consulted with Tracy Thorne - 20/06/23 & 09/10/23
<b>Human Resource:</b>	The termination of this service would impact 3 members of staff, with the potential for 3 staff redundancies.  Redeployment would be offered to the 3 members of staff within one of our care homes, keeping similar hours or into the reablement service into a daytime round.

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	Shona Kelly and Claire Newton, HR			
<b>Legal:</b>	The 5 Service Users were assessed as requiring this service as part of an assessed package of care under the Care Act 2014. WBC is under as legal duty to meet all assessed needs, although the Council can consider its resources in determining how needs may be met. All 5 packages of care have been reviewed - further detail on individual circumstances is provided below.			
<b>Risk Management:</b>	<p>We now have 3 service users, 1 will be transferring to a different provider from 16/10/23 – CHC funded, 1 is likely to end on 25/10/23 – self funder and 1 is with our East Locality team who are looking to source an alternative provider.</p> <p>We have a vibrant Domiciliary Care Market and there is sufficient alternative provision for new people coming through who may require the same type of service.</p>			
<b>Property:</b>	N/A			
<b>Policy:</b>	N/A			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		There is a potential for adverse impact given the proposed changes. An EIA is attached to this report.

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<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		Yes, potentially and particularly in relation to Age and Disability given the current Service Users in receipt of the night time service. An EIA is attached to this report.
<b>Environmental Impact:</b>		X		The majority of time on the night warden double up round is spent driving the entirety of the District between calls.
<b>Health Impact:</b>		X		
<b>ICT Impact:</b>		X		N/A
<b>Digital Services Impact:</b>		X		N/A
<b>Council Strategy Priorities:</b>		X		
<b>Core Business:</b>		X		
<b>Data Impact:</b>		X		
<b>Consultation and Engagement:</b>	<p>Truly Pinkarchevski, Team Manager Reablement &amp; Sensory Needs</p> <p>Steph Mackie, Assistant Team Manager, Reablement &amp; Sensory Needs</p> <p>Paul Coe, Interim Executive Director, People</p> <p>Jo England, Joint Interim Service Director, ASC</p> <p>Alan Macro, Portfolio Holder Adult Social Care &amp; Integration</p> <p>Tracy Thorne, Finance Manager ASC</p> <p>Shona Kelly and Claire Newton, HR</p> <p>Leigh Hogan, Legal Services Manager</p>			

## 4 Executive Summary

- 4.1 This report is being brought to seek agreement to cease the night warden service.
- 4.2 A consultation exercise took place with staff from the night warden service and the wider reablement service between 4<sup>th</sup>-18<sup>th</sup> September 2023. No comments were received.
- 4.3 The service users were also consulted with during the same period. We received 1 response, which is currently with our East Locality Team who are looking to source an alternative provider: -
- “I would rather the service is not closed as I and my wife like the service and staff that visit. I would rather avoid a change of provider. I am also concerned for the job security of staff and cost implications of a new provider and who would meet this cost”.
- 4.4 The needs of the 5 service users have been reviewed, 2 have changed and are now being supported through attendance at a day centre (was using Night Warden service for companionship) and a placement. 1 is funded through CHC and is transferring to a different provider from 16/10/23, 1 is a self-funder and is likely to end or move to another provider from 25/10/23 and 1 is with our East Locality Team who are looking at sourcing an alternative provider.
- 4.5 This service costs £130k to run per year and is currently only supporting 5 service users.
- 4.6 The Night Warden (NW) service is comprised of 4 staff working 7 nights on and 7 nights off attending service users’ own homes to provide care. Each night 2 staff are required on shift, who travel together within a fleet vehicle.
- 4.7 The Service has historically been difficult to recruit to and is subject to short notice absences that are extremely difficult to cover.
- 4.8 There is currently 1 vacancy within the service and 1 member of staff is now on maternity leave. This leaves 2 members of staff working the same shift pattern meaning we will need to cover 139 hours every 2 weeks using reablement officers, resulting in a higher unit cost for delivering our in-house reablement service.
- 4.9 We have a vibrant Domiciliary Care Market and there is sufficient alternative provision for new people coming through who may require the same type of service.

## 5 Supporting Information

### Background

- 5.1 The NW service is run by our in-house reablement service and provides care to individuals in their own homes between the hours of 23:00 and 05:00.
- 5.2 The NW service runs on a single round design staffed by two members of staff at all times, even for single handed calls. Staff work 7 nights on and 7 nights off.
- 5.3 The night wardens begin their shifts at 20:30 hrs and end at 06:30 hrs and the maximum number of services users we can support is eight.

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- 5.4 Due to when other agencies begin and end their daytime rounds, it is often not suitable for night wardens to accept referrals for service users before 23:00 hours and after 05:00 hours. To ensure that night warden staff are utilised without these referrals they often cover the last pm call of the reablement round. However, the night wardens routinely do not have referrals past 04:00am
- 5.5 Staffing of the NW service has been historically difficult. It is subject to short notice absences that are extremely difficult to cover, leaving the service vulnerable.
- 5.6 Reablement staff often cover the absences or vacancies through good will. However, this does impact on the ability to support and facilitate hospital discharges.
- 5.7 Staff have also queried the cost effectiveness of this service and have ask why we are offering it.

## 6 Current Status

- 6.1 We are currently supporting 5 service users and the cost of delivering this service, is £130k (this excludes overtime costs for reablement staff covering vacancies/absences).
- 6.2 The service currently has 1 vacancy and 1 member of staff is due to start maternity leave soon. This will leave 2 of 4 staff who work on the same rotation pattern.
- 6.3 14 nights of 28 will be covered by reablement staff covering a double round and being paid the overtime. We have cover in place until the end of October 2023.

## 7 Implications and Impact

- 7.1 Staffing of the NW service has been historically difficult and is subject to short notice absences.
- 7.2 Reablement staff have and will continue to cover these vacancies through good will and overtime payments until the end of October 2023. However, this is costly and impacts on our ability to either support with hospital discharges or admission avoidance.
- 7.3 The Service only operates for three service users and considering the above any impact is likely to be minimal.

## 8 Other options considered

Continue as we are and do nothing.

## 9 Next Steps

To proceed with a proposal to cease the service.

## 10 Conclusion

This is an expensive service supporting a very small number of service users. A consultation exercise has taken place with staff and service users. The needs of service users have also been reviewed and all can be met through alternative provision.

## 11 Appendices

### 11.1 Appendix A – Equality Impact Assessment (EqIA) - Stage One

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#### Subject to Call-In:

Yes:  No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Scrutiny Commission or associated Committees or Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

#### Officer details:

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## Appendix A

## Equality Impact Assessment (EqIA) - Stage One

<b>What is the proposed decision that you are asking the Executive to make:</b>	Decommissioning of the Night Warden Service		
<b>Summary of relevant legislation:</b>	Care Act 2014 Human Rights Act 1998 – Article 8 : right to family and private life		
<b>Does the proposed decision conflict with any of the Council's priorities for improvement?</b>  <ul style="list-style-type: none"> <li>• Ensure our vulnerable children and adults achieve better outcomes</li> <li>• Support everyone to reach their full potential</li> <li>• Support businesses to start develop and thrive in West Berkshire</li> <li>• Develop local infrastructure including housing to support and grow the local economy Maintain a green district</li> <li>• Ensure sustainable services through innovation and partnerships</li> </ul>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<b>Name of Budget Holder:</b>	Truly Pinkarchevski		
<b>Name of Service/Directorate:</b>	Nightwarden (Reablement)/ ASC		
<b>Name of assessor:</b>	Truly Pinkarchevski		
<b>Date of assessment:</b>	4/8/23		
<b>Version and release date (if applicable):</b>			
<b>Is this a .... ?</b>	<b>Is this policy, strategy, function or service ... ?</b>		
<b>Policy</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<b>New or proposed</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>Strategy</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<b>Already exists and is being reviewed</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>Function</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<b>Is changing</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>Service</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
<b>(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>			
<b>Aims:</b>	Decommissioning of the Night Warden Service		

<b>Objectives:</b>	Enabling resources to be used efficiently and cost effectively.	
<b>Outcomes:</b>	<p>Reduced impact to the reablement service as staff from this team provide cover to the night warden service in times of staff shortages, impacting and reducing capacity.</p> <p>Service users may still receive a service from an external service where appropriate but other resources and methods could be considered promoting independence and lack of reliance upon ongoing long term services.</p>	
<b>Benefits:</b>	<p>Service users may have reduced dependence on long term service with other solutions considered such as equipment in place of long term services.</p> <p>Increased capacity within the reablement service.</p> <p>Unit costs for the reablement service may reduce due to ability to start more packages of care and contact hours may increase.</p> <p>Increased hospital flow as the reablement service may be able to start more packages of care without the impact from reduced staffing from those staffing the night warden service.</p> <p>More cost effective solutions could be sourced reducing the expenditure for the local authority.</p>	
<b>(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?</b>		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
Age	Given this cohort of Service Users, there is potential for adverse effect, however steps as outlined below will mean that any negative effect is likely to be very low.	A full review and consultation with affected Service Users will be taking place. Any additional effect, particularly of negative effect that arises as a result will be further considered
Disability	Given this cohort of Service Users, there is potential for adverse effect, however steps as outlined below will mean that any negative effect is likely to be very low.	A full review and consultation with affected Service Users will be taking place. Any additional effect, particularly of negative effect that arises as a result will be further considered



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Gender Reassignment	No evidence of particular effect.	
Marriage and Civil Partnership	No evidence of particular effect.	
Pregnancy and Maternity	No evidence of particular effect.	
Race	No evidence of particular effect.	
Religion or Belief	No evidence of particular effect.	
Sex	No evidence of particular effect.	A full review and consultation with affected employees will be taking place. Any additional effect, particularly of negative effect that arises as a result will be further considered. The affected employees are female which is reflective proportionally of the WBC workforce as a whole.
Sexual Orientation	No evidence of particular effect.	

**Further Comments:**

Of the 5 service users currently in receipt of a night warden service, 3 have increasing needs due to dementia and frailty. This has resulted in frequent respite or hospital stays within the last 8 weeks, although with appropriate continence supplies or call times, their needs may be met. 2 service users have low or decreasing needs which makes it appropriate to review their needs as to whether they require a service.

Although decommissioning the night warden service removes the provision supplied by the in house night warden team, those that still require this type of care would continue to have their needs met either by way of an appropriate package of care provided in the external market and/or with appropriate changes to equipment and continence supplies. As part of the review, full consultation with Service Users and their families will take place.

A Stage 2 EIA is not thought to be required at this stage. However, if further information regarding adverse effects on those with Protected Characteristics comes to light as a result of consultation, the decision not to proceed with a Stage 2 EIA will be reconsidered.

**(3) Result**

<b>Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
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It is envisaged that any care provision which continues to be required will still be available within the external market and sourced via commissioning teams in the same manner as

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the night warden service. Alternatively, that any assessed need in this area would be met by appropriate changes to equipment and continence supplies.	
<b>Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<p>Staff employed within the night warden service would no longer be able to work in this service. However, they would be eligible for redeployment into the care homes or into day shifts within the reablement service. It is recognised as night workers, there may be a reason as to why they are unable to work within the day limiting their choices but care homes are very likely to be able to provide the night shifts that they may prefer. This affects 3 members of staff. As above, any additional effect, particularly of negative effect that arises as a result will be further considered.</p> <p>Service users may have developed relationships with the night warden team and may not wish to change to another provider. This will be considered as part of the Service User review.</p>	
<b>(4) Identify next steps as appropriate:</b>	
<b>EqlA Stage 2 required</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Owner of EqlA Stage Two:</b>	
<b>Timescale for EqlA Stage Two:</b>	

**Name: Truly Pinkarchevski**

**Date: 7/8/23**