

**General Purposes: Committee****On 29 June 2006**Report Title: **End to End Adaptations Restructure**Report of: **Anne Bristow, Director of Social Services**

Wards(s) affected: ALL

Report for: **Key Decision****1. Purpose**

1.1 To seek agreement for the changes to the terms and conditions of staff in new End to End Adaptations Service being established in Social Services in response to the Scrutiny Review.

**2. Recommendations**

- 2.1 That Members note the staffing structure of the new proposed adaptations service in Social Services as outlined in appendix 1.
- 2.2 That Members agree that the previously agreed retention allowance of £1k be assimilated into the salaries of all staff who have an OT qualification.

Report Authorised by: **Anne Bristow, Director Social Services**

Contact Officer: **Gary Jefferson, Head of Service Learning Disabilities Ex 1383**  
**Catherine Cobb, Project Officer Improvement and Performance**  
**Ex 2509**

**3. Executive Summary**

- 3.1 This report sets out the structure and number of posts required within social services to support a new adaptations service. The new service will perform the following functions:
- Occupational therapy assessments
  - Issue of equipment through Haringey Integrated Community Equipment Service (HICES)
  - Financial assessment for Disabled Facilities Grant (DFG)
  - Capital budget management of the Disabled Facilities Grant (DFG) and public sector adaptations.
  - Issue of specifications for minor and major adaptations to 'Homes for Haringey'

#### **4. Reasons for any change in policy or for new policy development (if applicable)**

4.1 Following a Scrutiny review of adaptations and a business process re-design of adaptations it was agreed that the service needed to be viewed in a more holistic way within an integrated end to end service, hosted and led within social services. In additional guidance produced by the former ODPM 'Delivering Housing Adaptations for Disabled People: a good practice guidance' also propose this way of working as the most appropriate way forward for the service.

#### **5. Local Government (Access to Information) Act 1985**

5.1 Scrutiny Review Adaptations Final report (March 2005)  
Occupational Therapy and Adaptations BPR Final Report (March 2005)

5.2 This report is exempt from publication under paragraph 1 of schedule 12a of the Local Government Act 1972, namely: information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office holder or applicant to become an office holder under the authority.

#### **6. Background**

6.1 The future vision for adult social care is outlined in the White Paper: Our Health, Our Care, Our Say. Its underpinning principle is that everyone has a positive contribution to make to society and should have a right to control their own lives. There is an emphasis on services that maintain individual independence and offer greater choice and control to people. Preventative services will be important, linking to the wider well-being agenda with a more flexible approach to creating care packages, using the wider resources of the community.

6.2 A business process re-design project was undertaken in occupational therapy and housing adaptations. It was realised that the end-to-end process from referral to completion of adaptation was fragmented and incorporates a number of teams across three directorates.

6.3 The key teams involved in the whole process are Occupational Therapy, HICES (Haringey Integrated Community Equipment Service), and the Grants Team based in Private Sector Housing Renewal, Housing Adaptations and Medical Assessment. Currently these teams sit across the three directorates of Social Services, Housing and Environmental Services.

6.4 Occupational Therapy receives referrals for assessments from a variety of third party sources and in addition directly from service users. Once the assessment is completed there are four possible outcomes; advice and information, the issue of equipment through HICES, the request for a minor adaptation either through OT or housing adaptations, the request for a major adaptation either through housing adaptations or the grants team.

- 6.5 The Grants team are responsible for administering the DFG Grant. The grant is available to those in private sector properties who require a major adaptation; these are adaptations costing more than £500. Occupational Therapy pass the requirement of the client to the grants and regeneration team in environmental services to await allocation to an environmental health officer, who will then carry out a financial assessment on the eligibility of the client.
- 6.6 Housing adaptations are responsible for all major and minor adaptations in council properties and a small number of minor adaptations in private properties which are subsequently re-charged to social services. The team is comprised of surveyors and operatives and a partnering contract is in place for major adaptation works.
- 6.7 If Occupational Therapy have referred a client to housing adaptations for a major adaptation and it will cost more than £25,000 they are referred to the medical assessments team for re-housing. A suitable property will then be identified through the voids team and the housing officer of the tenant.
- 6.8 The overarching aim of the restructure is to improve the end to end process time for users. From the first point of contact with the council to completion and sign off of adaptation within 164 days.

## **7. Description**

- 7.1 The new service is intended to provide a seamless and holistic service through first contact, assessment, prescription of need, delivery of equipment and through to allocation and management of the disabilities facilities grant.
- 7.2 As such, it needs a staffing structure that is able to provide an appropriate and effective service to local residents through a strategic understanding of needs analysis and resource allocation.
- 7.3 The service needs to be able to move away from a simple OT service to one that through increased management capability is able to ensure all the relevant departments work together and that there are robust plans and working arrangements in place to support this.
- 7.4 Appendix 1 shows the new proposed structure and Appendix 2 the costings.

The new service is made up of 3 parts;

- Intake team dealing with initial referrals
- Adaptation team dealing with longer-term work, and adaptations.
- Integrated equipment store

**Head of Service** – the post-holder will be required to:  
Provide the strategic vision to move the service on.  
Be able to manage complex contracts and commissioning arrangements.  
Manage all aspects of the operational service.

The revised job description has been graded at PO8 and as there will be sufficient team and practice managers in place, then the requirements to have an OT qualification has been removed.

It is proposed to offer interviews through a open ring fence of the two team managers currently in place.(The third team manger has recently announced her wish to retire).If these post holders are unsuccessful both post holders will be asked to choose between the new posts of Team manger Intake or Adaptations. Recruitment will then need to take place to the new Head of Service post.

**Team manager** – there is very little change to the present job description apart from the addition to manage the HICES service.

If any of the present post-holders are successful in the interviews for the Head of Service then recruitment will need to take place to the new vacant post.,

**Practice manager** – it is proposed that the present practice managers are settled into the new posts and that recruitment to the vacant half post takes place. There is additional responsibility to the new full time third post of leading on the management of the HICE's service.

**Occupational Therapy** – At present there are 10 OT's in post and a number of posts covered by agency staff. As the new structure propose 10 OT FTE there are no redundancy implications.

In addition is proposed that the retention allowance of £1000.00, which was given to all qualified OT's three years ago is assimilated into salaries. This has clearly been successful as we have had a great deal of success in recruitment.

**Technical Grants Officer posts** –There are two posts proposed in the new structure and it is proposed that these post are transferred from Environmental services. At present there are 8 people who would be in an open ring fence for these posts. The Job Description has been amended to reflect broader role around Income and benefit maximisation and re-graded at SO1. Investment in staff training will be required in this area.

**Haringey Integrated Community Equipment Service** – This service is managed through a section 31 pooled fund agreement between the local Authority and Teaching Primary Care Trust. It is now proposed to establish a staffing structure of manager, driver /fitters and customer care officers.

**Administrative/Customer care staff** – It is proposed that the administration and customer care function across the whole of the new service is managed by an administrative manager who is accountable to the new Head of Service. It is also proposed that the grades for staff are on a range of Scale 4 to 6 to provide some form of career progression.

**Homes for Haringey adaptations service** – It is proposed to TUPE transfer over one surveyor presently employed in Environmental Services.

## **8. Consultation**

8.1 Consultation has been ongoing and will continue with staff. A number of changes in these proposals have followed from the consultation.

## **9. Summary and Conclusions**

9.1 The new structure that is proposed follows extensive review of all aspects of service provision and will enable the council as a whole to provide an appropriate and more cost effective service to local residents.

## **10. Recommendations**

10.1 That Members agree the new structure for an Adaptation Service as outlined in Appendix 1.

## **11. A. Comments of Head of Legal Services**

11.1 The proposals contained in this report are intended to facilitate the discharge of the Council's duties, in its dual roles as both a social services authority and a housing authority. As a social services authority the Council has a duty, under S.2(1)(e) of the Chronically Sick and Disabled Persons Act 1970, to assist in arranging works of adaptation and to provide equipment, once an assessment has concluded that it is necessary for this service to be provided. As a housing authority the Council has a duty, under the 1996 Housing Grants legislation, to provide (subject to a means test) disabled facilities grant for such works and for the installation of some major items of equipment such as stair lifts. Government guidance on "community equipment services" introduced in 2001 (so that both NHS and social services equipment could be accessed at a single point) laid down criteria which each integrated community service must meet, and made plain that the provision of some forms of equipment can be seen as a joint social services/NHS responsibility. Similarly, some forms of equipment can be viewed as a joint social services/housing authority responsibility.

11.2 The report indicates that the procedures for dealing with the staffing changes resulting from the restructuring exercise comply with the Council's policies and procedures regarding organisational change. Application of those policies, including the consultation made necessary by the changes envisaged, will ensure that the Council's duties as an employer are met. It is understood that the transfer of the surveyor referred to at the last point of Section 7 of the report involves the transfer of a specific function to Homes for Haringey to which that member of staff is assigned.. Consequently the transfer will come under the provisions of the new TUPE regulations, which came into force in April 2006. Consultation with both the member of staff and representatives of appropriate trade unions will be necessary in relation to this proposed transfer

### **B. Comments of the Director of Finance**

The Director of Finance has been consulted in the preparation of this report and makes the following comments.

11.3 The cost of the proposed new structure in a full year is estimated to be £1,285k and will be funded as follows:

	<b>2006/07 £000</b>
Haringey Integrated Community Equipment Store (Joint funded with Haringey TPCT)	179
Social Services existing salaries budgets for Occupational Therapy Teams	952
Contribution from capital programme for adaptations	154
<b>Total funding for structure</b>	<b>1,285</b>

11.4 The Council's approved capital budget for adaptations in 2006-07 is £2.593m of which £0.240m is in respect of specific commitments that are anticipated to be completed in this financial year. The capital programme for adaptations is summarised as follows:

	<b>2006/07 £m</b>
Council Stock Adaptations	1.453
Private Sector Adaptations and repairs	0.900
Private Sector renovations prior years contractual commitments	0.240
<b>Total capital funding for adaptations</b>	<b>2.593</b>

11.5 The capital programme includes a contribution to employee costs of £250k (£154k to fund the new end to service as set out above and £96k to Homes for Haringey through the agreed fee structure for the work). The funding available for new works across both the private and council sectors in 2006/07 is £2.1m.

- 11.6 It is anticipated that the new head of service will be the budget holder for the capital programme and will be required to control expenditure within the capital budget. Expenditure on adaptations will be monitored separately as part of the monthly budget management process.

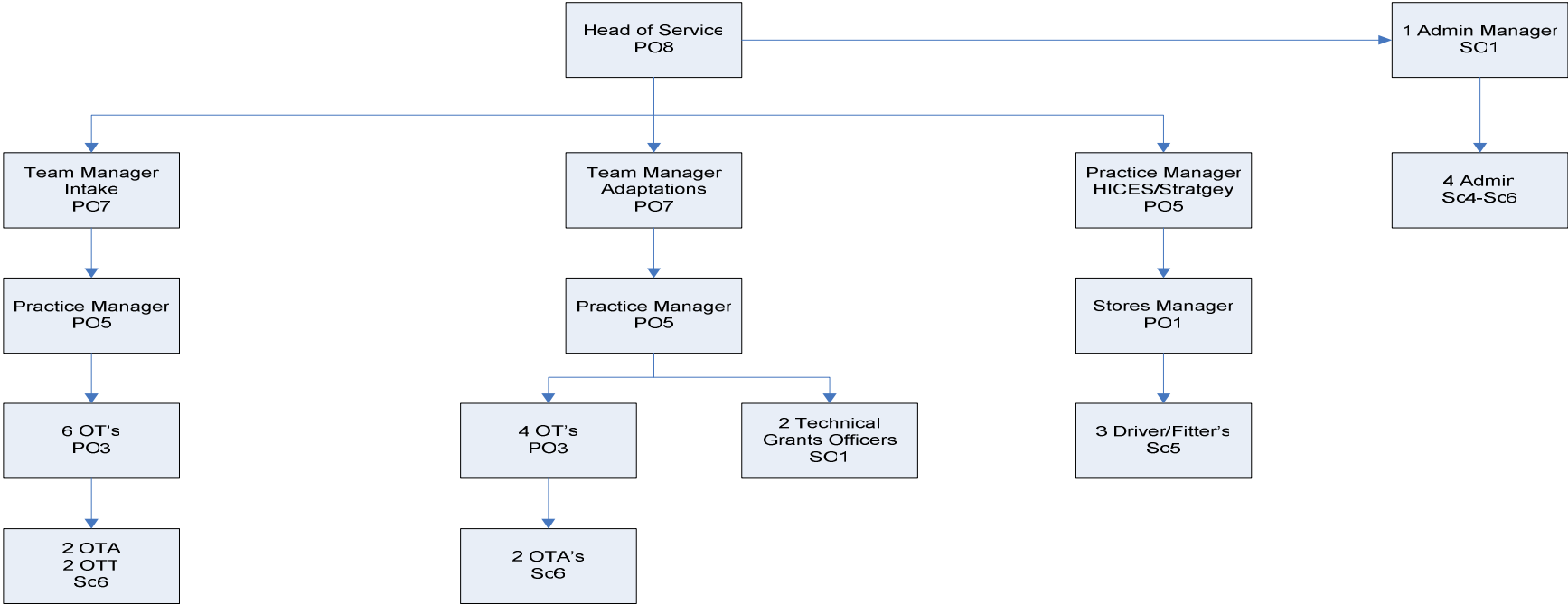
## **12. Equalities Implications**

- 12.1 All equalities consideration have been taken into account throughout this process. No member of staff will lose a job but some jobs will change and some working practices will change. These changes will improve services for some of the most disadvantaged and deprived people in our community. We will continue to carry out equalities monitoring of this change process all interviews and selection process will be monitored.

## **13. Use of Appendices / Tables / Photographs**

- 13.1 Appendix 1 – New proposed structure  
13.2 Appendix 2 - Costings

Appendix 1 - Proposed Team Structure for Adaptations Team





## Appendix 2

### Costings for Proposed Team Structure

#### NOTE

The salary costs are based on employee being in the Pension Scheme (the most expensive option)

The salary cost are also based on the mid-spine point except for the OT s which are at SP 41 (1 above mid-point)

Please note the additional £1,000 for OT s represents an additional £14,000

POST	GRADE	SPINE POINT	SALARY	QUALIFIED	FTE	TOTAL COST
HEAD OF SERVICE	PO8	Mid	£61,943		1	£61,943
TEAM MANAGER INTAKE	PO7	Mid	£56,661	£1,000	1	£57,661
PRACTICE MANAGER	PO5	Mid	£49,638	£1,000	1	£50,638
OT	PO3	41	£44,078	£1,000	6	£270,468
OTT	SC6	Mid	£29,830		2	£59,660
OTA	SC6	Mid	£29,830		2	£59,660
TEAM MANAGER ADAPTATIONS	PO7	Mid	£56,661	£1,000	1	£57,661
PRACTICE MANAGER	PO5	Mid	£49,638	£1,000	1	£50,638
OT	PO3	41	£44,078	£1,000	4	£180,312
TECHNICAL GRANTS OFFICERS	SO1	Mid	£32,919		2	£65,838
OTA	SC6	Mid	£29,830		2	£59,660
PRACTICE MANAGER / HICES	P05	Mid	£49,638		1	£49,638
STORES MANAGER	PO1	Mid	£37,535		1	£37,535
DRIVER FITTER	SC5	Mid	£27,250		3	£81,750
ADMIN MANAGER	SO1	Mid	£32,919		1	£32,919
ADMINISTRATORS / COMMUNITY CARE OFFICERS	SC4 - SC6	Mid	£27,250		4	£109,000
<b>TOTAL COST</b>					<b>33</b>	<b>£1,284,981</b>

**Funded By:**

S51510 EQUIPMENT SALARIES (Section 31 HICES)	£178,700
S51300 OT EAST	£490,000
S51400 OT WEST	£461,900
S51500 SHELTERED HOUSING	£176,000
	<u>£1,306,600</u>
Less 05/06 Re-charges (inflated by 2.5%)	£177,600
	<u>£1,129,000</u>
Add planned re-charges for 06/07	£153,994
DFG FOR TECHNICAL GRANTS STAFF	£65,838
DFG FOR OT	£44,078
AIDS AND ADAPTATIONS FOR OT	£44,078
	<u>£153,994</u>
<b>Total Funding Available for Salaries</b>	<b><u>£1,282,994</u></b>
Deficit / (Surplus)	£1,987

Note : Homes for Haringey have funds of £82,810\* to cover the staff for this structure of which they have agreed to 1 surveyor from environment (PO1).

\*There is a 12% fee for Homes for Haringey taken from : original DFG budget £800k less the capital re-charges (technical staff and 1 OT)