

Haringey Council

Agenda item:

[No 1]

Cabinet

On 14th October 2008

Report Title: **Adaptations Service, Modernisation – Next Steps**

Forward Plan reference number (if applicable): **25**

Report of: **Mun Thong Phung, Director of Adult, Culture and Community Services
and Niall Bolger, Director of Urban Environment**

Wards(s) affected: **All**

Report for: **Key Decision**

1. Purpose (That is, the decision required)

- 1.1 To seek approval for changes to the organisational structures associated with the technical design and project management of major disabled facilities adaptations. To establish a single surveying team for major adaptations, regardless of tenure of property.

2. Introduction by Cabinet Member (if necessary)

- 2.1 The Adaptations Service is responsible for prescribing items of equipment, and home adaptations for people with disabilities in order to increase independence and well-being. Streamlining of processes and the creation of a single surveying team to design adaptations will secure a highly efficient end to end Adaptations Service.

3. Recommendations

- 3.1 That Members note the improvements in service delivery created by an extensive revision and streamlining of processes operated by the Adaptations Service and its' partners, as outlined in Appendix 1.
- 3.2 That Members reaffirm the decision of the General Purposes Committee of the 29th June 2006, which was to agree the establishment of a single surveying team for disabled facilities adaptations for both Council and Non-Council properties.
- 3.3 That Members agree to Option 1 below; all technical design and project management to be undertaken by Adults Culture and Community Services, regardless of tenure of property.
- 3.3 That Members consent to the necessary changes to the management agreement with Homes for Haringey (HfH), to facilitate the transfer of the surveying functions of the adaptations process for Council housing, to the responsibility of the Council under the management of the Adults Culture and Community Services (ACCS) Directorate.

Report Authorised by: **Mun Thong Phung,
Director of Adult, Culture and Community Services**

Contact Officer: **Bernard Lanigan,
Head of Service Physical Disability and
Adaptations Services**

4. Chief Financial Officer Comments

- 4.1 This report seeks authorisation to combine two teams of survey officers into one more efficient "Technical Design" team with resources deployed in a more effective way. This will allow for the creation of two additional income maximisation officers within existing resources.
- 4.2 The proposals within this report assume that the management fee paid to Homes for Haringey will reduce by the budgeted cost of the existing survey team i.e. £251,772.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted on the content of this report. In the event that the single surveying team is established within the Adults, Culture and Community Services Directorate, it is likely that the transfer of the service area currently undertaken by Homes for Haringey would constitute a relevant transfer for the purposes of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). It is understood that sufficient vacancies exist within the current staffing resource within both the Authority and in Homes for Haringey to ensure that there are no surplus members of staff following the transfer. Primary responsibility in relation to staffing matters connected with the transfer rests with Homes for Haringey as the current employer of the staff.

6. Local Government (Access to Information) Act 1985

6.1 Scrutiny Review Adaptations (March 2005)
End to End Adaptations Restructure (General Purposes Committee June 2006)
Adaptations Service – Modernisation Next Steps (January 2006)

7. Strategic Implications

7.1 The key area which needs to change in order to integrate the processes for both private and public sector homes is that concerning the amalgamation of the teams of surveyors who design and project manage the adaptations, into one unit. All parties involved with the delivery of disabled facilities adaptations are agreed on this point. Two feasible options emerged which could meet this aim and they are:

Option 1 - all technical design and project management to be undertaken by Adults Culture and Community Services, regardless of tenure of property.

Option 2 - all technical design and project management to be undertaken by Homes for Haringey, regardless of tenure of property.

Set out below are the high level advantages and disadvantages of the two possible options:

Option One

Single Surveying Service located in ACCS

Pros	Cons
<ul style="list-style-type: none">• Whole adaptations service managed within one service with direct responsibility, control and accountability• Single point of contact for all aspects of disabled facilities adaptations• Builds on existing model for private sector adaptations Service and professional links to other key disability services i.e. income maximisation, advocacy, social work• Offers a holistic and one stop disability service.	<ul style="list-style-type: none">• Surveying service may become isolated without professional support or cover

Option Two

Single Surveying Service located in HfH

Pros	Cons
<ul style="list-style-type: none">• Opportunity for HfH to expand its business to cover private sector disabled facilities adaptations• Team located within repairs client section with relevant professional support and cover• Builds on full technical service provided by HfH and avoids spilt with lift engineering staff in HfH who deal with stair lifts and hoists in Council properties	<ul style="list-style-type: none">• Service remains spilt between ACCS and HfH

7.2 The Decent Homes Team are upgrading public sector properties during a 5 year programme. The programme has funded 2 Occupational Therapists (OTs) to assess tenants for whom standard bathroom and kitchen replacements will be inaccessible. The OTs will be supervised by the Adaptations Service but will principally be based within HfH. If adaptations are required, these will be funded by the Decent Homes budget and that team's surveyors will be responsible for the surveying function. Therefore the adaptations work carried

out by the Decent Homes Team will run in parallel to that of the Adaptations Service, but will not require input from the Adaptations Service surveyors.

- 7.3 Where repairs are required to major Adaptations in Council properties, they will be treated in the same way as any other repair. That is to say, the repairs will be funded and carried out by HfH. The exception will be where a replacement adaptation is required. In these circumstances the service user will need to be re-assessed and a new/replacement adaptation administered and funded by the Adaptations Service. Service users living in private property are and will continue to be responsible for carrying out any repairs to their adaptations.
- 7.4 Some adaptations such as stair-lifts, vertical lifts and ceiling track hoists, may break down and need an urgent repair e.g. if the equipment breaks down whilst in use. HfH lift engineers currently provide this service for all residents, with the service to non-Council Tenants being charged to the Adaptations Service

The costs for this service are:

Out of Hours Lift Engineer Service		
	No. of Call Outs	Costs
Cost per call out		£78
Average number of call outs per annum	200	
TOTALS		£15,600

8. Financial Implications

8.1 Costings For Surveying Function

Current Staffing Structure of Surveying Teams		
	Posts	Costs
Private Sector	3	130,241
Homes for Haringey	6	251,772
TOTALS	9	382,013

Proposed Staffing Structure of Surveying Teams		
	Posts	Costs
Technical Design Team	7	302,266
TOTALS	7	302,266

8.2 Additional Costs to ACCS

To provide facilities for 4 additional staff will incur the following one off costs:

Facilities for 4 Additional Staff	
Description	Costs £
Computer equipment & Licence	2,000
Telephone	1,560
Parking Permit	2,400
TOTALS for 4 additional staff	5,960

9. Legal Implications

9.1 These are contained in the comments at paragraph 5.1 of the report

10. Equalities Implications

10.1 All equalities considerations have been taken into account throughout the review process.

10.2 Equality of services provided to users will be improved with the alignment of procedures for all major adaptations, regardless of tenure of property.

11. Consultation

11.1 Representatives from the Adaptations Service; HfH and Urban Environment, were consulted and involved throughout the planning of revised ways of working.

12. Background

12.1 In response to the problems identified in the March 2005 Scrutiny Review report of the Adaptations Service, a restructuring of the end to end process was recommended. The recommendations were detailed in a report entitled "End to End Adaptations Restructure" which was submitted to the General Purposes Committee in June 2006. Members agreed the establishment of a single Adaptations Service responsible for the assessment/prescription of an adaptation and the associated budgets. The technical design and physical construction of adaptations were to become the responsibility of (HfH) for all tenures of property. However, it was

subsequently agreed that HfH would not to take on the work associated with non-Council properties because of a perceived threat to a forthcoming regulatory inspection of the Arms Length Management Organisation (ALMO). Thus HfH continued to manage major/minor adaptations in Council owned properties, while those in private sector/non Council owned property are managed within the Adaptations Service.

- 12.2 The report presented to members in January 2008, sought approval for officers to proceed with completing the process of creating an integrated adaptations unit with all functions contained within a single organisational unit. Through the current review of the service HfH have expressed an interest in managing the surveying aspect for all tenures.

13. Conclusion

- 13.1 The review of the service described in Appendix 1, will narrow the gap between Council tenants and other householders in terms of the service they are provided with. The differential in levels of funding however will continue, with a greater level of funding being made available for adaptations in Council properties over other households. The review will also streamline all other areas of the service to provide greater efficiency. In summary the aim of the review will be to deliver an improved value for money service, with improved timescales of service delivery.
- 13.2 The location of the surveyors in organisational terms is critical to completing the modernisation of the end to end adaptations process. A decision is required to determine which organisation the surveyors will work form, HFH or the Council.

14. Use of Appendices / Tables / Photographs

- 14.1 Appendix 1 - Scope of the Project
14.2 Appendix 2 - Structure of the existing surveying teams
14.3 Appendix 3 - Structure of the proposed surveying teams

APPENDIX 1 - Scope of the project

A Project Board comprising representatives from both the Council and Homes for Haringey, involved in the provision of major adaptations, has been set up. The scope of the modernisation project includes the following areas;

1. A complete review of the processes involved in the delivery of adaptations/ equipment.
2. Consideration of the options for encompassing all surveyors within a more streamlined Service.
3. Tendering for framework contractors to be used by both private sector and Council properties. Contract to be in place by October 2008.

1. Review of Processes

The Board has undertaken an extensive review of all the processes involved in the delivery of adaptations and equipment.

A further review of the Adaptations Service has taken place in order to identify processes and workflows which could be made more efficient and improve service delivery end to end. An extensive process mapping exercise was undertaken which revealed a wide range of processes and proffered a number of areas with potential for reducing the numbers of transactions, increasing efficiency and streamlining services. The process mapping exercise has identified 5 areas that require streamlining. The 5 strands are:

- Access pathways – entry into the Adaptations Service
 - Having one process for delivering adaptations regardless of tenure of property.
 - Improving the assessment process/experience.
 - Embedding all process associated with the business into Framework-i and SAP
 - Financial assessment/income maximisation
- 1.2 All parties involved in delivery of equipment and adaptations in the planning of revised ways of working, were brought together to create cohesion and unite the processes required for major adaptations regardless of tenure.
 - 1.3 The project team has worked in partnership with representatives from the Performance & Quality and e-Care (Framework-I) teams, in order to ensure data is captured in accordance with all requirements and provides correct statistical performance information.
 - 1.4 The prioritisation system and eligibility criteria for major adaptations have been revised to ensure a fair distribution of funding of adaptations, to those most in need.

- 1.5 Streamlining of the financial processes involved in the provision of equipment and adaptations. This work will also examine the feasibility of introducing financial maximisation opportunities for service users, in accordance with the council's anti-poverty strategy.
- 1.6 Explore the options for creating a single point of delivery for all major adaptations regardless of tenure specifically in regard to the location of the surveyors.

2. Surveyors

Three options were considered for creating a single point of delivery for all major adaptations:

Option 1 - all technical design and construction to be undertaken by Adults Culture and Community Services regardless of tenure of property.

Option 2 - all technical design and construction to be undertaken by Homes for Haringey regardless of tenure of property.

Option 3 - combinations of technical design and construction being delivered separately.

Option 4 – to include design in the tendered contract(s) was proposed by HfH as a means of addressing highly variable workflow, but not pursued by ACCS.

Options 1 and 2 are discussed within the main body of the report under analysis. **Option 3** was rejected as it failed to meet the primary objective of a single point of delivery.

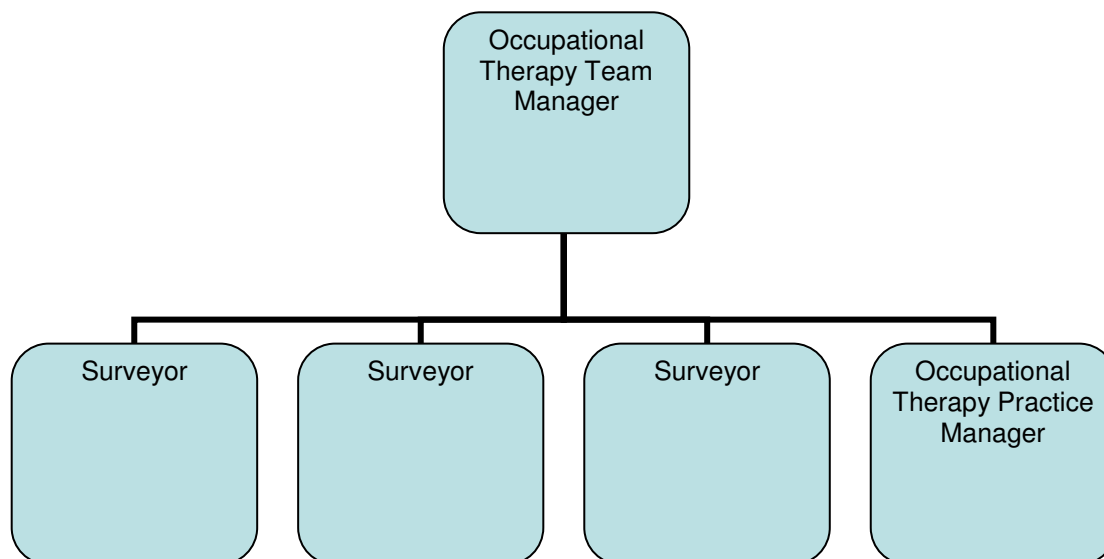
3 **Adaptation contract**

The procurement exercise to secure a framework contract for the construction of adaptations is progressing on target to report to Procurement Committee on the 30th September 2008.

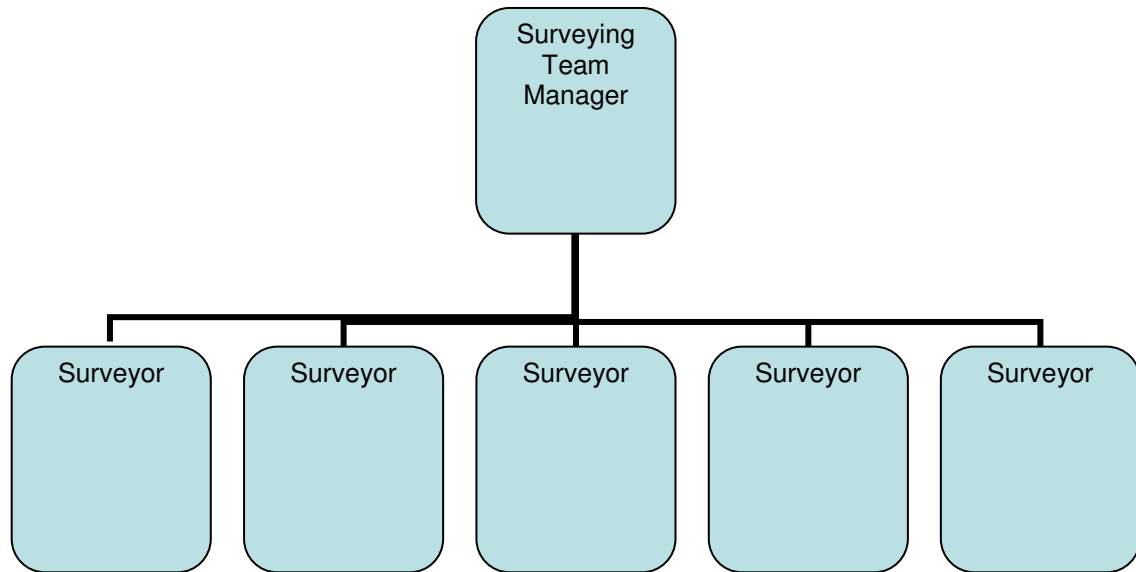
APPENDIX 2 - Structure of existing surveying teams

Existing Organisational Configuration of Technical Design and Project Management Functions

Adaptations Service



Homes for Haringey



APPENDIX 3

Proposed Structure

