

APPENDIX B

SHELTERED HOUSING

Summary of work area

1. Sheltered housing is a part of the wider Supported Housing Services. This service currently covers three areas:
 - Sheltered housing,
 - Floating support and
 - Community lifelines
2. The floating support service to all vulnerable adults except older people is currently being reviewed as part of a countywide project and does not affect the changes being proposed in this re-structure.
3. The sheltered housing service is currently provided by three teams; east, west and south which each consist of a sheltered housing team leader and sheltered housing officers that are lead officers for one or more sites within that team. The officers work 9am to 5pm, Monday to Friday and provide support to residents that live on the schemes. Sheltered housing officers have not been on site scheme wardens since 2006.
4. Sheltered housing officers provide support to residents to help them live independently. This includes assessing their care needs and liaising with other agencies to ensure that the correct 'care package' is in place. Sheltered housing officers do not provide care services themselves and are prohibited from providing care both by the requirements of the best practice guidelines and Supporting People funding requirements. Other duties include, facilitating social activities, managing the facilities within the communal rooms including reporting of repairs, carrying out health and safety inspections and work with housing services officers with regards to viewing of properties and signups for new tenants.
5. The community lifeline service currently has one officer who also works with the Primary Care Trust (PCT) to assess and fit assistive technology within South Cambridgeshire. Lifelines are currently provided to approximately 800 clients throughout the district and the service receives approximately five to eight new requests each week. The sheltered housing officers currently support the community Telecare co-ordinator with fitting new lifelines and collecting of equipment. The emergency support service after 5pm, weekends and bank holidays is provided by the PCT's Care Response 24 team.
6. The service employs a supported housing officer who is responsible for the line management of cleaners, acts as the health and safety designated officer, co-ordinates the management of the communal rooms including equipment, furnishings and compliance with regulations and provides administration support for the Supporting People (SP) sheltered housing contract. The service also employs a supported housing assistant who provides administration support for the team, in particular the lifeline service and the Supporting People floating support contract.
7. The proposed new structure for supported housing services will contain a number of elements:

The establishment of two visiting support teams, each managed by a Team Leader and covering the north and south areas of the district. These teams will provide a targeted visiting support service to those tenants most in need of housing support. The teams will also carry out the lettings of homes within sheltered schemes and assess the needs of all new residents at the start of their tenancy. This will enable those residents requiring further visiting support to be identified at the earliest opportunity.

8. To enable the new visiting support teams to focus on this support role the remaining elements of the current sheltered housing officer role will be provided as follows:
- The expansion of the Community Telecare team to include an additional two co-ordinators as all the fitting of new lifelines and administration will now be undertaken by this team. In conjunction with the PCT it is intended to expand the assistive technology service provided alongside community lifelines, which enables a person to remain independent in their own home. The team will report to the Community Telecare Team Leader who will also have responsibility for scheme cleaners, co-ordinating the management of communal rooms and working with the community development officers.
 - The establishment of a tenant participation team, led by the Tenant Participation Team Leader and three Tenant Participation Officers to work with tenant's groups and facilitate social and other activities at the communal rooms.
 - In the longer term (over the next five years) the development of a programme of extra care schemes in partnership with housing associations, the PCT, Cambridgeshire County Council and Supporting People (SP). This programme will be designed to meet the needs of those people with higher levels of need.
 - SP have also indicated the maximum subsidy available for the sheltered housing service at SCDC and this has been used to calculate the number of staff that can be supported by this money.
9. In total it is proposed to delete 40 posts from the establishment primarily sheltered housing officers and replace with 24 new posts including 16 supported housing officers. Initially 39 employees will be placed at risk of redundancy. The final number of redundancies will depend upon the number of staff still at risk of redundancy after the phased implementation of the new arrangements (please see table below). The final number of redundancies is not expected to exceed 10 some of which may be voluntary.

Cost of current structure

£1,250,000

Cost of proposed structure

£860,000

Making a total saving of £390,000 of which £360,000 is for the HRA

The net HRA 'cross subsidy' to sheltered housing after the changes are fully implemented will be £200K pa.

Phasing of implementation

10. During 2010/11 it is proposed that those employees who have not been appointed to the new posts will provide support to the sheltered schemes and residents whilst a needs assessments of all sheltered residents is undertaken by the new teams. A project to assess the future use of communal rooms will also be undertaken during 2010.
11. In order to ensure that the impacts of the change are fully understood and to allow members an opportunity to engage fully in this assessment the following phasing timetable is being proposed.

Sheltered Housing Phasing Timetable

Phase	Dates	Theme
1	November - March 2009/10	<p>Sheltered housing officer training programme</p> <p>Agree new JD/PSs</p> <p>30 day staff consultation process. Over 40 selection interviews.</p> <p>Outcome of interviews should be known by end of February</p> <p>Carry out needs assessment of all residents</p>
2	April - July 2010	<p>Interim service delivery stage with some staff providing sheltered housing service whilst new flexible support teams begin to carry out visits to those identified as being in need.</p> <p>Analysis of resident needs survey and facilities review to draw up clear strategy for how services to older people will be delivered by Council and partners over next 5 years. This will include deployment of flexible support teams as well as identification of extra care needs.</p> <p>This phase will allow a member and officer task & finish group to consider the impact of the proposed changes.</p> <p>Also commence review of all sheltered housing complexes and common rooms.</p> <p>Potential loss of first staff at the end of this phase.</p>

3	July -September 2010	<p>Wider consultation</p> <p>Refined strategy to be taken out to sheltered residents as well as other concerned agencies such as COPE. Final feedback to be taken into account before strategy signed off by Council.</p> <p>Flexible visiting teams will be deployed during this phase targeting those with highest needs based on the needs assessment whilst other staff will continue to support sheltered schemes.</p> <p>Loss of second tranche of staff at end of this phase</p>
4	October 2010	<p>Launch of new working arrangements</p> <p>Full deployment of new working arrangements with reduced staff base.</p>

Potential negative impacts from the proposed changes

- Will be withdrawing a service that people have come to expect.
- There will be more of a reliance on emergency services if residents do not have family and friends they can call on and have not been assessed to receive support from the team.
- Only providing support to those that need it may make some sheltered schemes appear less attractive to live on and may increase void periods

Potential positive outcomes from the proposed changes

- The focus will be on people receiving support who need it rather than just because you happen to live on that sheltered scheme, support will no longer be spread thinly.
- It will resolve the long-term confusion of what is sheltered in relation to receiving support as there will now be a definite needs assessment and support plan, providing an explicit understood statement of what support an individual will be receiving and when.
- More likely to be sustainable in the future as in line with wider strategical picture; personal budgets and contracts, LAA, and more likely to be fundable long-term from Supporting People.
- Better able to respond flexibly to individual's crisis, e.g. hospital discharge etc if officers not undertaking other routine duties, visits or social activities.
- This is a step towards supporting older vulnerable people in the wider community to remain independent and, therefore negating the need for an individual to move to receive support.